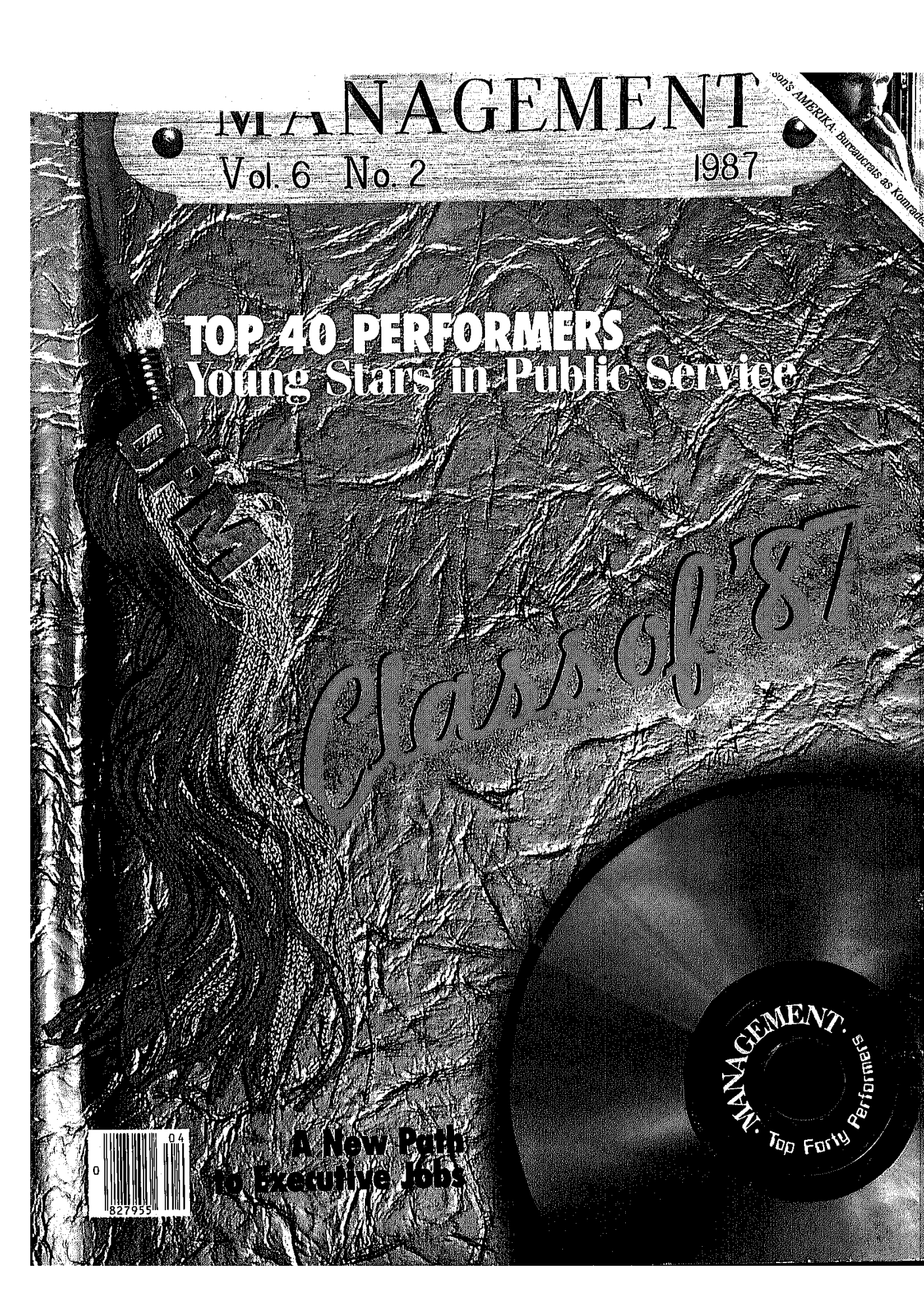
MANAGEMENT
Vol. 6 No. 2 1987

Soon's AMERIKA: Bureaucrats as Komrades

TOP 40 PERFORMERS
Young Stars in Public Service

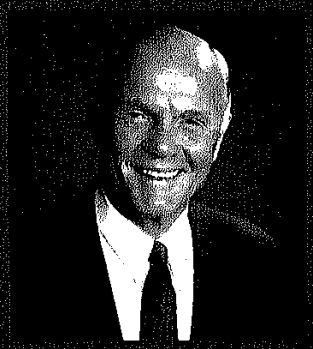


A New Path to Executive Jobs

MANAGEMENT. Top Forty Performers

TOP EXECS: BABY BOOMERS?

Is there a tendency to overlook career employes who are under age 40 when filling government's executive (SES) slots?



"I haven't seen any statistics that would suggest this is or is not the case. My feeling is people of the highest ability ought to be advanced accordingly, regardless of age."

John Glenn, 65,
United States Senator (D-OH)
Chairman, Committee on Governmental Affairs

"With age comes experience—a phrase that is rather true and part of a balanced recruitment formula. The Reagan administration has put a great deal of effort into seeking experienced executives from both inside and outside government. But we strongly advocate promoting top performing employes, whatever their ages. So I doubt such a tendency is deliberate, if it exists."

Mary M. Rose, 40,
Deputy Under Secretary for Management
Department of Education

"Yes. Federal government, like many large bureaucracies, tends to focus on formal personnel rules which emphasize the importance of tenure and the paying of organizational dues when promoting into the Senior Executive Service. It takes a future-oriented, confident organization to encourage younger but proven talents and reward them with advancement into higher ranks of management."

Alana Landey, 25,
Chairman, Young Professionals Forum/ASPA
Program Analyst, Department of Health and Human Services

"Not to my knowledge, and I track this pretty closely. Political appointees need technical support from energetic, career civil servants who are willing to back them when it's time to implement administration policies. A competent person with those qualities has a good chance of reaching SES."

Louis J. Cordia, 32,
Director,
Executive Branch Liaison
Heritage Foundation

"Government has a problem attracting and retaining bright young people. Of course we need experience in government—but we also need fresh outlooks and managers in tune with the times."

Margaret W. Sibley, 35,
SES,
Director of Policy Integration
Department of Energy

Prepared by Tierney R. Bates

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NO ROOM AT THE TOP
for boomers

By David A. Turner, Editor

Refusing to risk excellence, the career civil service establishment silently hunkers down, unwilling to place young men and women in executive (SES) positions.

Corporate America, meanwhile, gears up with slews of baby-boom vice presidents charging through their management structures.

Government folks under 40 barely hold 4 percent of the thousands of upper level jobs available to career (not politically appointed) officials. This figure is based on October 1986 statistics for approximately 5,000 Senior Executive Service members listed in Office of Personnel Management records.

Lively proponents of entrepreneurial tactics who are way over 40 years old do hold front offices jobs in many departments. Remarkably, they often must look beyond the executive suites' glass doors and down through their agencies' personnel charts to find heartfelt supporters of risky new concepts: young men and women anxious to experiment with alternatives to the status quo. Such alliances have won managerial victories thought impossible in pre-Ronald Reagan Washington.

Rarely, however, are those top-performing young cohorts then invited to join SES.

Without such innovators in key positions, bold ideas for helping out American taxpayers are quietly mugged along plush carpeted hallways or stalled by
ce guard" types and organizational naysayers.
r percent is roughly half the size of baby boom's
entation in the VP offices of our 1,000 biggest
ations. Korn-Ferry International researchers
the trend toward younger appointees in the
ctor is accelerating. Small and mid-sized
" appointing even higher numbers of young
ents.
ent's paltry 4 percent doesn't give innova-
ital "cowboy element," much managerial elbow room. Worse, what if a share of that tiny fraction were selected because they mimic the career-careful crowd: those who seldom stick out their necks to improve agency products. Balls get dropped.

Do President Reagan's recruiters have such scruples about appointing baby boomers to fill the tiny number of SES slots allotted for political appointees? One would imagine the cap on numbers of such assignments means they would be swooped up by senior Republicans.

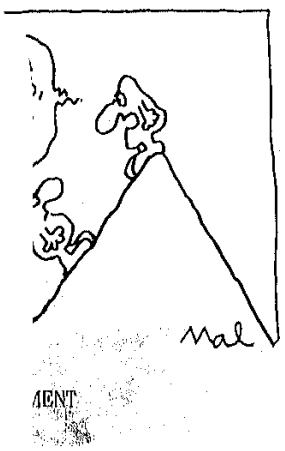
Twenty-eight percent of 315 "political" SESers sampled were under 40, seven times the percentage parcelled out among their peers in career ranks.

And the numbers of fresh faces appearing at gatherings of top state and local administrators are up. Sources at International City Management Association and at Texas Department of Education say the bureaucracies which they represent "are less stuffy about promoting very young bosses" than are feds.

Reasons for the dearth of young appointees here sound more like echoes from a union hall than rallying cries for management excellence. Not enough seniority ... haven't paid their dues ... insufficient network work ... topped out too soon." Worse yet, "The senior guy's been sitting outside the boss' office grooming for years. He doesn't make missteps. He's next. Only fair." Sure keeps high performers out of tomorrow's SES.

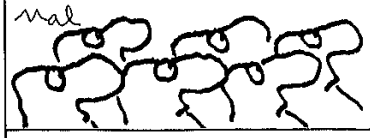
Reasons or excuses? Intentional or unwitting? Such thinking carries an Old World ring. All villagers tread the same path, ever deepening. Stay in line, no changes or shortcuts. Needs must adjust to supply.

Top management doesn't need a quota for baby boomers. And nobody's advocating that palace guard types be yanked from cushy jobs: naysayers play useful roles, too. Still, at the next meeting of each department's Executive Resource Board, why not rattle the tea table? Shove a few high-test GM-14s and 15s toward tomorrow's SES. ■



"Go thou, and like an executioner,
Cut off the heads of too-fast growing sprays
That look too lofty in our commonwealth.
All must be even in our government."
—the gardener's instructions, *Richard II*

NITTY GRITTY



CBS seaworthy? Pentagon correspondent **David Martin** missed the boat last year in his telescopic coverage of **Rear Admiral Grace Hopper's** retirement. Not satisfied to focus on the feats of America's premier computer wizard, Martin drags Navy's "Amazing Grace" into a story about "WAVES" and their bleak career prospects. Carefully chosen interviewees such as **Engineman 3rd Class Debbie Maurio** reveal Martin's bias on the subject. "I wouldn't want to be in a combat situation when somebody was worried **about their fingernails,**" says Maurio, concerning the **glut of women in non-combat slots.** Admitting Navy's female ranks have grown steadily in the past eight years, Martin closes his weak tribute to Hopper saying her "reluctant retirement stands as a symbol the high point of women in the Navy has passed."

Eyeing security. Guarding government buildings, file cabinets and computers in the 1990s may be performed routinely by the sort of **retina-scanning** devices being tested by a hi-tech company in Oregon. Last fall **Sen. Mark Hatfield** (R-OR) and **Rep. Les AuCoin** (D-OR) invited colleagues to sample the binocular-shaped instrument. Displayed in a U.S. Capitol room, the $10,000, eyeball-reading equipment was mounted on a lookable mock door. "It's the answer to a major government and industry problem," says Hatfield, referring to **security breeches** caused by imposters toting lost, stolen or counterfeited I.D. cards and badges. Attached to office computers, these devices **keep hacks from using borrowed passwords** to retrieve information. "Each individual—even identical twins—has a totally distinct retinal pattern," Hatfield adds.

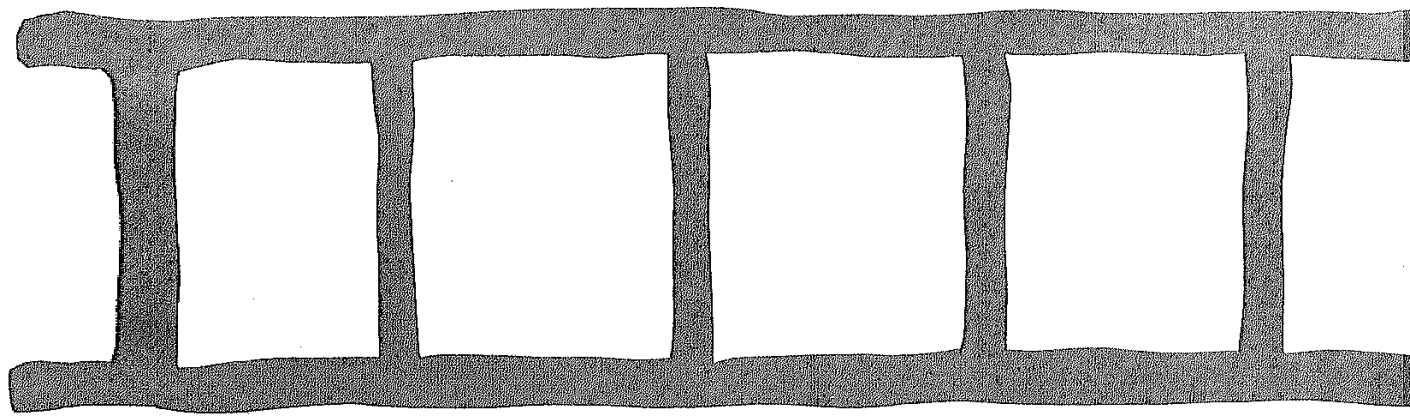
Harrison Ford, Blade Runner, *courtesy Warner Brothers*

USDA's best friends. Jackpot and his kennel mates snoop around airport gates to help Ag's Animal and Plant Health Inspection Service agents find foods being smuggled in by international flight passengers. **The beagles, trained to sniff-out pork, beef, mangoes and citrus fruits,** hit home 80 percent of the time and during 1985, uncovered 1,450,000 products (200,000 of which were pest infested). **Agriculture Secretary Richard Lyng** says the dogs have "done a remarkable job," and he plans to expand the program nationwide to check baggage-bound diseases and insects entering the country. By the way, biscuits are the bottom line for these **Snoopy look-alikes,** and plenty of head pats.

Working for biscuits.

Nominations for **Public Employes Roundtable Excellence Awards** close February 28, says Executive Director Joan Keston. The awards are an annual event for Roundtable, the premier national "trade association" for all civil service organizations.

Career Development Reforms: A NEW



Their arrival always seems to take us by surprise. **Once** again those kids of the post-WWII/Korean War **baby** boom have reached an American passage. This **time** they have arrived at the doors of government's **executive** suites.

As this issue of *Management* goes to press, their **ranks** have swelled to make baby boom-aged employes **the** largest group in the federal work force. They will **be** unchallenged in size for the next two decades. Rid**ing** that wave, attractive members of their advance guard are rolling into the very highest positions in department after department.

It has been 15 years since they entered their first government jobs. Looking back, there's almost a nostalgic quality to their progression. It's like watching a nation's faded but memorable home movies on a Bell & Howell 8mm projector. First there were problems: inadequate housing for war veterans and their young families, then too few schoolhouses and colleges. Later, the threat of too few jobs. Then answers: engineers, entrepreneurs and public officials turned

Constance Horner, U.S. civil service director, ini**tiated** a series of actions this winter aimed at bringing **order** to the growing scramble for Washington's upper **management** jobs.

She has initiated the first major examination of exec**utive**-level "career development" since the bureaucracy **looked** into a senior executive service (SES) concept 11 **years** ago.

Three alternatives for reforming recruitment and **development** of tomorrow's executives have surfaced. **Each** approach has its champion and is being advanced **by** impressive factions of political and career officials **and** public administration experts of varying persua**sion.**

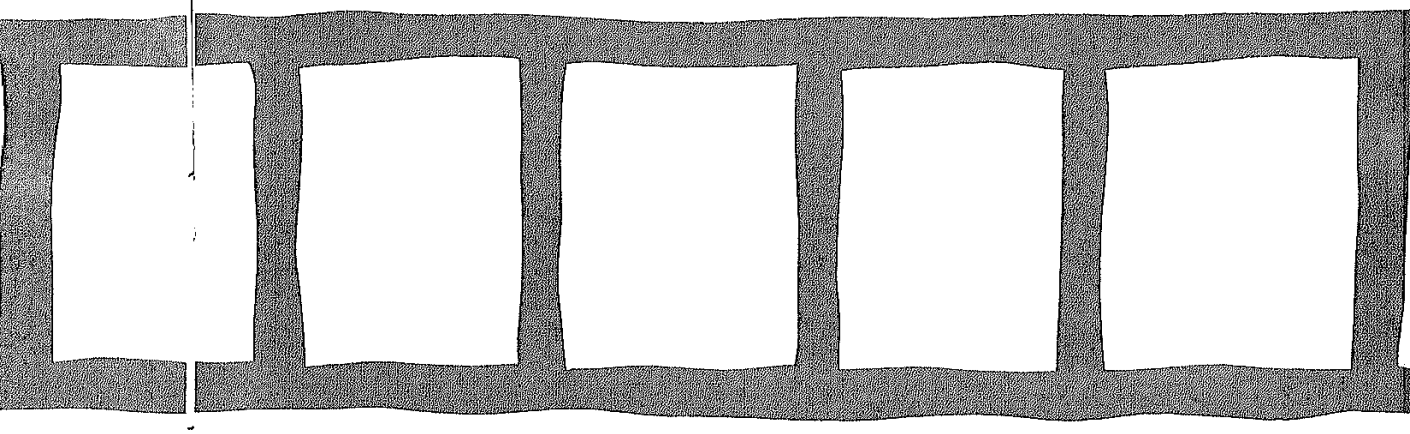
• **New**-blood transfusers. This camp would increase **the** number of young hires (already trained and quali**fied)** from outside an employer's department—both **from** the private sector and from other public service **institutions.**

Advocates are found largely in defense agencies, among personnelists at the White House, in congressional shops and at federal facilities located beyond Washington's beltway. They urge personnelists to include "external recruitment gestures" in all talent searches. Their ace in the hole: technocrats in consulting firms. A huge pool of extraordinary talent is developing around the beltway. Whether or not these young men and women are to be filtered through official civil service jobs is a question for the 1990s. It could be a moot question. They are compiling quasi-public service track records and already are part of the scene.

Most passionate players: executives sporting MBAs rather than public administration/public affairs degrees and individuals with consulting experience.

• Ladder builders. These reformers would keep SES recruitment rules basically intact but change the players. They propose an unprecedented level of in-

NEW *LADDER* FOR YOUNG EXECUTIV



threats inside out and discovered opportunities. America fell in love with suburbia, discovered multiple school systems and unleashed an unheralded service-industry job market.

For some, today's sight of competitive baby boomers politely knocking to enter government's upper echelons is mildly unsettling. Less confident, slightly older pros wonder if they're destined to play the roles of Cinderella's older sisters.

As in the past, however, there's a remarkable appeal to these fresh faces and their enthusiastic ideas. Institutions can't ignore their sheer numbers, and f
ful individuals at the tops of those instituti
ceive the hope and opportunities promised
group.

Just as previous leaders have acted to capt
talent pool and make it part of our society, d
and champions of baby boom executives are r
ing the layout and approach routes to gover
front offices.

volvement by non-personnelist executives in the grooming of youngsters now entering supervisory/journeymen jobs. Actual employers, they argue, should recapture many of the powers and responsibilities currently handled de facto by personnel/training professionals.

Advocates are led by James Colvard, deputy director of Office of Personnel Management, and Navy Secretary John Lehman.

Most ardent fans: Disgruntled managers in civilian agencies. A reform, or model "ladder" was instituted by Lehman in 1985. Somewhat more tepid in their support for the limited reform concept are many older career-SES candidates. They have "qualified" under the existing recruitment system but recognize it is not getting them into top jobs. They are quietly skeptical about the old way. However, they are lukewarm for reform when

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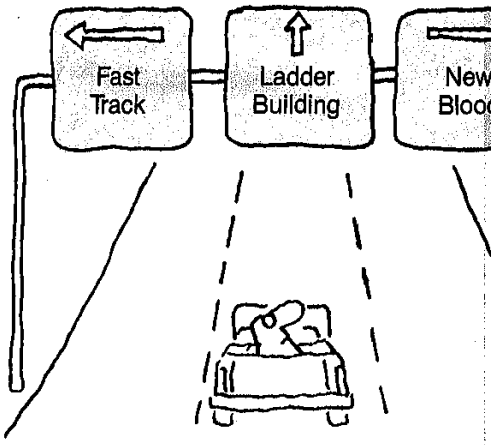

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discussion turns to cracking open recruitment efforts for candidates in the 25-45 age group, or toward making the system genuinely available to thousands of outsiders.

• **Fast-track coaches** would immediately integrate proven performers—including baby boomers—into the executive councils of departments and bureaus. Many of these executives already are doing precisely that. They contend high-energy career employes offer government the least expensive resource for innovating outdated operations. Such talent, they say, should be

"When writing regulations half of what is published is probably 50 percent incorrect. The rest is 75 percent wrong."—*Norman Mailer*

ewarded quickly with upper management and SES

es spring from the team which fostered man- Reform '88 experience. Reform '88 generated motions" technique but never formally t in personnel regulations. This SES re- vice quickly rewards those men and plement administrative/fiscal-manage- Reform '88 abruptly modernizes such oves them into the next decade. Just as la young "change agents" (located in and 14 jobs) around the formal ladders

mers would keep SES rules intact, but give unprecedented levels of involvement to managers.

and, as needed, up into pressure-cooker positions. Chief advocate of this approach is OMB's Joseph Wright, head of federal government management. Most successful with the strategy is, unquestionably, Commerce Secretary Malcolm Baldrige.

Civil Service Director Constance Horner.

Most convinced audience: baby boom-aged talent of both the career and politically appointed variety. Many, however, are voting with their feet, opting to leave public service. They claim there is an unspoken prejudice against granting top management appointments to individuals in their age group.

There are overlapping areas among the three reform approaches. Government's managerial network is so vast, any two of the approaches—perhaps all three—could be implemented simultaneously. Some participants in the debate favor a new set of rules permitting

"Our TOP 40 honors are great. But give each kid who has produced a great idea a $10-grand hit . . . watch how quickly word spreads to others in their thirties."—*Joe Wright*

agencies to tailor their own approaches. Others argue the cafeteria selection plan would run counter to government's centralized personnel tradition and would signal a confused game plan to hopeful SES candidates.

(See Toffler article, page 54.)

Horner, her young fans, and the three pro-reform factions, however, are not the only players on the field. They face well entrenched opponents positioned throughout the policy spectrum.

Any expenditures linked to developing a new cadre of leaders inside government are sure to face skeptics in appropriations committees on the Hill. Some deficit watchers are unwilling to pay for the wetware, the brainpower needed to run government's top jobs. They view the ongoing wave of retirements by SESers as a chance to trim the budget.

Baby boom-aged talent are voting with their feet, opting to leave public service when overlooked for top management appointments.

Unlikely allies for their fight against reform can be found in some personnelist networks. Citing the 1978 Civil Service Reform Act, many personnel/training shops have established elaborate grooming and training procedures for selecting and preparing future managers. In a snowball effect, the new procedures discouraged busy program executives from hands-on participation, leaving classification and staffing personnel holding de facto authorities for recruitment. More rules mushroomed and even fewer line managers played the game.

Designated point systems, requisite training course attendance records and a host of other criteria are placed before panels selecting SES candidates. The panels are called Executive Resource Boards (ERB). One wag calls his group a "Miss America Committee." "If she don't stumble, went to the right school and got past personnel, she makes the candidate list."

"When I sat on one of those selection boards," complains another executive, "I had about as much clout as a referee in a professional wrestling match."

As the system forced trainers and non-managers to run the weeding process for new executives, more and more "process-oriented" individuals—rather than "product-oriented" men and women—made it beyond the first and second cuts. Employers still refused to hire them, but back-up problems developed in the pools of

The Civil Service Reform Act has discouraged hands-on participation by program execs, leaving de facto authority for recruitment in the hands of personnelists.

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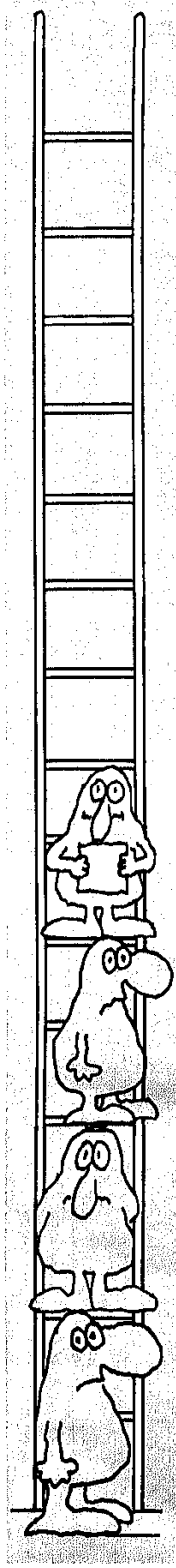

4 *Steps to Fast Track GS12s and 13s*

At least once in every manager's tenure he or she comes across the exceptional performer. Often these stars are trapped just below government's mid-level management ranks, which usually inhibits fast tracking. Each time such staff professionals abandon the slow ladder and leave public service out of frustration, government needlessly has been deprived of its most valued resource. Needless because managers can fast track their talented staff right now. Here are **Management's** four steps:

- Assign independent supervisory projects which require creativity and offer freedom for your bright employe to grow. A mentor relationship with a staff member can be quite effective in keeping the individual on board. A senior staff member contributes a real world objective, provides feedback and shields the young achiever (and his/her ideas) from hostile in-house politics.
- New performance standards should reflect the performer's duties. Make promotion adjustments if they are above and beyond the norm for the existing grade level.
- Details (very temporary assignments in other divisions) will encourage your employe to broaden scope and experience. A detail is an effective way to add necessary polish for tomorrow's SES leaders.
- Once these achievers return from an experience-packed detail, move them to the head of your ranking order where their abilities can be used more effectively. ■

Prepared by Mary Ann Maloney.

Franke 'sets timing' on SES

By Michael W. Orenstein

John Franke, Department of Agriculture's assistant secretary for management and administration, sees a need to "tune-up" government's vehicle which delivers executive leadership.

"Through no fault of their own, many senior executives are running shops which don't have all their cylinders," he says. "Sure, they eventually get to their destinations, but some have a helluva time getting there, pistons misfiring, chugging along with problems."

Franke is an idea man. His solution to part of a multi-faceted morale problem among SES ranks is to make good on the promise of temporary inter-agency assignments. Franke struck an agreement with the Department of Interior to pilot an interchange program which will provide career execs with broader exposure to management issues. His program differs from the one now in limited use by government in that it assures mobile execs a return to their original position when assignments are completed.

"Senior managers need this assurance," says Franke, "otherwise they don't know what the future holds for them. It's time this valuable workforce is given its due."

Franke enjoys a high profile among SES circles government-wide, and influences a number of personnel initiatives from his position as chairman of President's Council on Management Improvement's Human Resources Committee. Other PCMI representatives, for example already have surfaced his executive exchange idea inside their own agencies.

Franke is concerned government may be losing potential SES superstars to the private sector where a track record for training and promoting young executive-types will be difficult to match. "Corporate execs have more latitude selecting up-and-coming stars. They identify individuals they want groomed and fast track them to the top."

In private corporations personnel rules tend to march according to bottom line incentives and interfere less with managers' personnel decisions. "Personnelists in government traditionally favor people who have done the training program bit," says Franke. "But our managers base their decisions on performance. Personnelists can't share this insight so, naturally, they rely more on test scores, simulation-training and focus less on specific agency missions."

Franke says an adjustment of the rules which govern federal personnel offices is appropriate. "We need a human resource management system which lets managers make decisions. We give managers the power to make judgement calls in so many areas: from pencil procurements to budgets—so why shouldn't they have the authority to decide who works for them and in what capacity?"

Personnel decisions made by managers, critics say, open the process to favoritism, while the manager who nominates an inept individual for executive grooming is free of responsibility. "Today, managers have no accountability for their selections," responds Franke. "There's no requirement that says 'Employe A is going to come back to Mr. Manager and be part of his main team.' The strengthening of the whole development process lies, in part, with the manager who must be held accountable for his nominee . . . he must come back and become his deputy or associate." ■

Promoting the Comers at GSA

ort to challenge the best
est at GSA, Director Ter-
n has designed a man-
raining program for jour-
vel regional employes.
a is to provide broad ex-
olicymakers by rotating
oyes in and out of Wash-
er one or two years at the
ce they will go back to
their own regions and apply new concepts," says Dana Sitnick, director, Employment Programs.

"Last year," says Sitnick, "GSA solicited applications from regional employes at the GS 9-12 levels." There were no occupational restrictions on who could apply. Interested candidates needed only to submit a supervisory appraisal, a writing sample describing why they wanted to participate in the program, what they could contribute, and a recommendation from their regional administrator.

GSA offered special incentives to entice regional mid-level candidates to attend the training. Each selected candidate was promised an immediate promotion upon entering the

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THE BIG THRILL

Getting to the top is more than half the fun for TOP 40 winners

Tierney R. Bates

Unlike mildly disillusioned baby boomers portrayed in the 1983 hit, *The Big Chill*, Management's TOP 40 have revved up their youthful "make it better" idealism and are thriving in the headwaters of federal offices in the 1980s.

The big thrill for these men and women, according to extensive questionnaires and interviews with magazine staff, is being part of a growing group of talented young innovators.

The brand of cynicism found in *Chill's* theme song, *You Can't Always Get What You Want*, has been noted but not swallowed. These career, political and contract employes are attuned to a different beat. They have found (or created) exactly what they want: key slots within the administration's policymaking and/or implementation machinery. They are representative of achievers sprinkled throughout government.

Vital signs of the times

Approximately 80 million Americans were born between 1946 and 1964. Demographic research by companies such as SRI International indicates at least two million of those baby boomers have salaries and ambitions to qualify them as "yuppies." Within that market-courted culture of joggers, foreign film lovers and health club devotees is a sizable clique of achievers in public service who are helping Uncle Sam change the way he runs government. For the past 10 to 15 years, their work and personal life styles have left an impressive mark on federal civil service.

The average age of those surveyed is 34. Approximately 38 percent carry responsibilities which would place them in vice president positions in the corporate world. One notch down, but very much in the management realm, over 20 percent have merit pay positions and 33 percent are ranking professionals inside their operations. These professionals, managers and executives average over $50,000 annually, after just nine years in government.

To prepare for theee careers, federal yuppies spend at least four years in college. Sixty-eight percent have master's degrees, professional credentials (law, engineering) or Ph.Ds.

Post-grad management training, however, registers an unexpectedly low 44 percent favorable response when these leaders are asked if they believe formal training courses should be prerequisite to joining the elite Senior Executive Service. Most believe on-the-job experiences are excellent "prep courses" for climbing career ladders.

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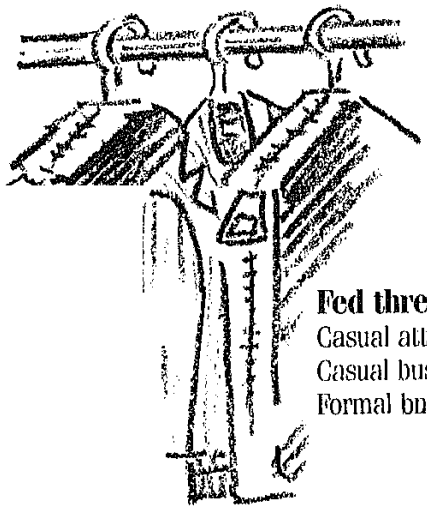
Second these emotions

The notion all yuppies are cash-crazy, get it now consumers worshipping electronic vibrations from their VCRs, microwave ovens and CD players is drubbed by most in our fed yup crowd. They may value such luxuries, but the majority claim they are motivated least by money or office benefits such as retirement plans and health insurance. Tough assignments and opportunities to design better government programs are "bonuses" these insiders crave.

Office styles mirror these priorities. Almost all of the TOP 40 prefer working in entrepreneurial environments and get a kick out of talking directly to their agencies' top brass. Only 8 percent of the group favors the security of receiving their marching orders through mid-management buffers. It's no surprise this mind set brings with it a predilection for loose-reined supervision. Only 12 percent say they would opt for steady feedback over such independence.

They'll do it the company way, but these baby boomers also will switch agencies at the drop of an offer. Most are accumulating diverse experiences inside government, allowing them to draw broader career-promotion horizons for themselves. In fact, 68 percent of our survey group have held both private and public sector jobs, and almost all would be willing to move—and move more than once—in order to advance their careers.



Fed threads:
Casual attire: **4%**
Casual business clothes: **15%**
Formal bnsiness clothes: **81%**

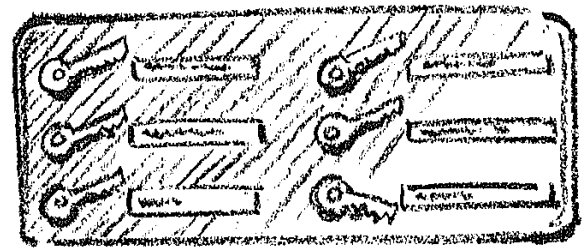
⁻litical bents

...to serving the pub-
...isan preferences in
...atives. Administra-
...epartments are not, as
...d solely by zealous politi-

Pay status:
SES: **38%**
General schedule: **33%**
Merit pay: **21%**
Non-government: **8%**

Fifty percent of our group consider themselves conservative (somewhat or very), 18 percent see themselves as liberal (somewhat or very) and 32 percent claim their political leanings are "conservative on some issues, liberal on others." Federal government has twice the number of young liberals as found in private sector executive suites, according to an *Inc. Magazine* survey. Only 9 percent of these business yuppies are portside politically. Comparisons show public and private sector offices house almost equal numbers of conservative execs and business has a higher percentage of middle-of-the-road types.

Political preference:
Very liberal/somewhat liberal: **18%**
Conservative on some issues, liberal on others: **32%**
Somewhat conservative/very conservative **50%**



The TOP 40 hold political bents which run the spectrum from very liberal to very conservative but most support the administration's goal to create a smaller, less intrusive federal government. A small portion of the group (8 percent) support bringing back '60s-era

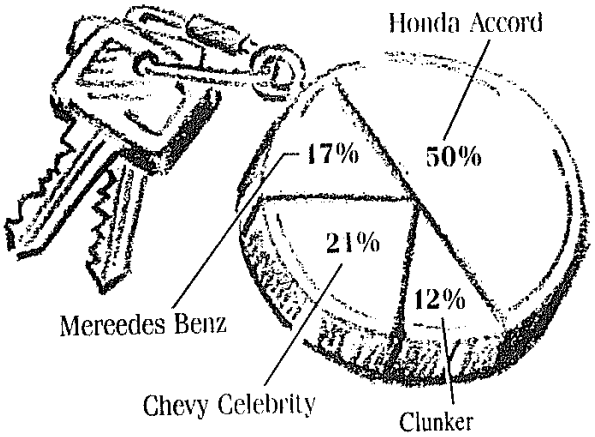
Federal government has twice the number of young liberals as found in private sector executive suites, but most fed yuppies favor smaller government.

government expansionism, but half of the self-described liberals personally believe government is too large. Fifty-four percent of our sample favor shrinking the federal presence. About 38 percent are comfortable with the status quo.

Government's young stars complain office politics is the leading cause of stress in their work lives. Annoying battles over who gets the desk with a White House view or choice assignment with table-rattling opportunities cause tension levels to rise for 56 percent of the group. Not surprisingly, pressure to complete work within short deadlines ranks next (36 percent) as a primary source of stress.

What Ozzie and Harriett might buy were they car shopping in the '80s.

Driving machines:



Over 40 percent admit their desks resemble free-flow paper heaps and 12 percent report their mounds of clutter register avalanche-threatening levels. Thirty-eight percent of fed yups take time to organize their work papers into neat piles and a few mimic the gleaming-desk look favored by *Miami Vice's* Lt. Castillo.

Tuned-in on public policy, they opt for public affairs coverage over various entertainment channels. Our group split almost 50-50 on the topic of listening to National Public Radio. Considered liberal by the administration in which they are key players, the network's "All Things Considered" still is popular among both conservatives and liberals. These yuppies, like many baby boomers, are info junkies and will consume anything available on news broadcasting shelves.

Washington's shoes may take a Reagan shine, but they're still hush puppies in their soles.

Look what baby boomers and six years of the Reagan administration have done to bureaucrats' beloved hush puppies (l-r) 1957-70 nothing dumb about these shoes, 1987 a private sector wing-tip look crawls atop our hush puppies, 1971-86 credible tops and crepe soles creep into 'crats closets.

Fashionable fed threads

Fed yups are more than a hanger's throw away from the bureaucrats described by *Washington Post Magazine* author Henry Allen. "The GS-whatevers aren't like the lawyers and bankers who want to blend into the woodwork. They *are* the woodwork. Men and women alike, they tend to look as if their clothes were made out of melted-down patio furniture," writes Allen, admitting he's describing "maybe just a few, but it's enough to set a tone."

Thirty-eight percent would be in vice president positions in the corporate world.

Suspenders, considered downright avant-garde by the corporate set, are sported boldly by one-fourth of our TOP 40 men, while fewer than one-fourth ever wear short-sleeved shirts to work. About 80 percen favor the K-Street-lawyer formality of tailored, nav shadow-stripe suits with vests, well-buffed dark sho and woven-pattern ties. Compared to the business execs profiled in *Inc. Magazine*, nearly twice as man fed yups wear formal business clothes as their [illegible] sector peers. Four percent of our group favor look of cardigans, crepe-soled shoes and c pants.

Over one-fourth of the TOP 40 men wear fashionable suspenders

Continued from Pg. 11

Fast-tracking women take "dress-for-success" literally and are leading a movement headed away from the suits-only approach to office apparel. Classic, not-too-frilly dresses have joined the bow-tie-adorned business suits lining their closets. *Raleighs* President Neal Fox says the change reflects a sense of security by successful women managers in government. "They don't feel they have to wear the stereotypical uniform with the dark suit and white blouse with a bow. Women are leaning toward individuality."

Another '70s trend bites the dust as women wearing jogging shoes during lunch-time signals secretarial rather than managerial inclinations.

Flashy cars, cozy castles

Statement-making commuter vehicles help our baby boomers tailgate yuppies in the private sector. Fifty percent own "Honda Accords" or similar autos. They are joined by 17 percent steering even higher performance models categorized as "Mercedes Benz." Less than a quarter of the group are revved by what Ozzie and Harriett might buy were they car shopping in the '80s—the "Chevrolet Celebrity." Only 12 percent flaunt their '60s "beat-up bug" heritage by commuting in "Clunkers."

Although our group tends to support radical shifts in government programs, when the topic turns to families and housing they are quite conventional. Fifty-eight percent are married and 62 percent own single family homes. Smaller but significant numbers are less traditional.

Only 44% favor SES Management training courses.

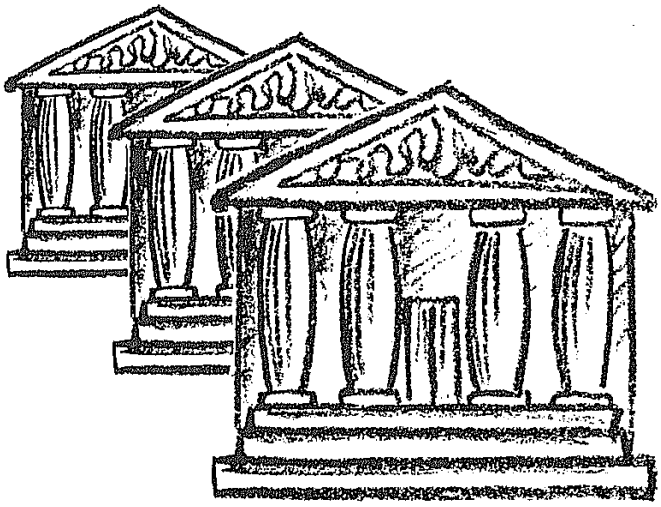
Women wearing running shoes at lunch?

Yes: **25%**

No: **75%**

Revealing an '80s-era openness, 27 percent say they share their lives with "constant companions" and the remainder say they are comfortable with their single status. As many as one-third have spouses or companions working in the public sector.

Colonials and ranch ramblers may house most of today's managers but the up-and-comers express a preference for "renewed" Victorians, foresquares and little egalitarian bungalows. Condo or co-op ownership, reflecting a slightly less-settled approach to housing, is the choice of 19 percent, with the remainder opting for a transient arrangement, such as apartment rental.



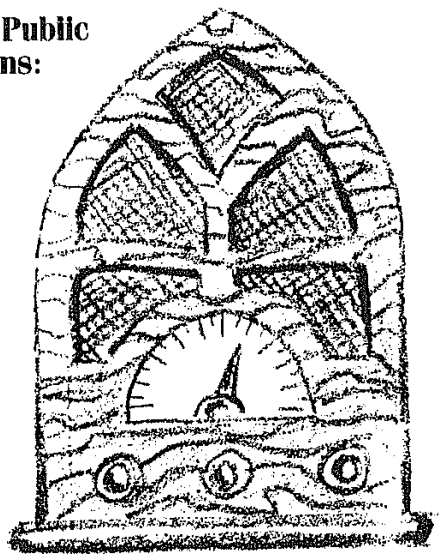
Size of Government:
Bigger: **8%**
Smaller: **54%**
Same size: **38%**

A clear majority (56 percent) of our group place their families first in importance, but a remarkably high number (36 percent) give work top billing. As expected, there's a high proportion of type-A workaholics within the group. Almost all admit it's difficult to fit squash, tennis or house renovations into their schedules. But they manage to do so by squeezing extra hours from each week.

One thing some of these boomers have made time for is raising children. One-third have infants, small children or school-aged kids. Of the 62 percent currently childless, however, only one-forth plan to raise families in the future. Young federal managers choosing not to have kids join the national trend toward childless households. "Many demographers forecast that as many as 20 percent of women now in their early to mid-30s may elect not to have children, compared with an average childlessness rate of 5 to 10 percent for most of this century," reports *Newsweek*.

Own home: **62%**
Own condo/Co-op: **19%**
Rent: **19%**

National Public Radio Fans:
Yes: **48%**
No: **52%**



Scouting 1990s talent
With predictions half of government's senior
tives will retire by the end of this decade, you
eral leaders have set their sights on some prim
to-be-vacated positions. Female representation
SES ranks will improve dramatically during the

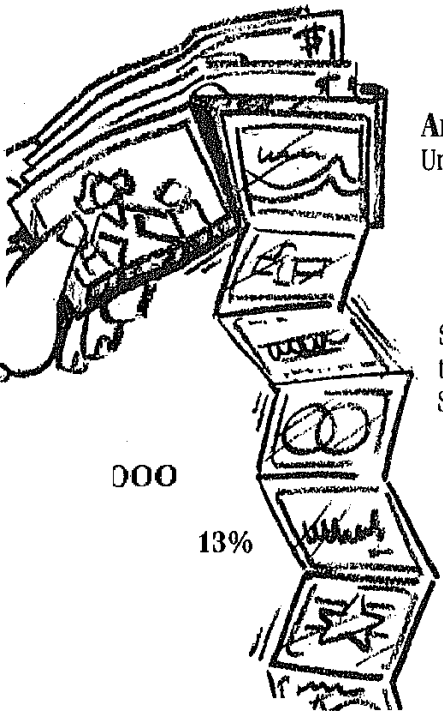
Cont.

Continued from Pg 13

The 1985 Presidential Rank Awards list shows a traditional (though representative) slant in the male direction: Only 12 percent of the Distinguished Senior Executives are female. Nearly three times as many women are in our TOP 40 group.

A surprising number of young managers opt for living in egalitarian bungalows.

Reared on Simon and Garfunkel, federal yuppies share a 1980s approach to building bridges over government's "troubled waters." Crises of the moment don't rattle their sophisticated brand of idealism. With throttle-down determination, they are applying their talent and energy toward accomplishing their bosses' missions.



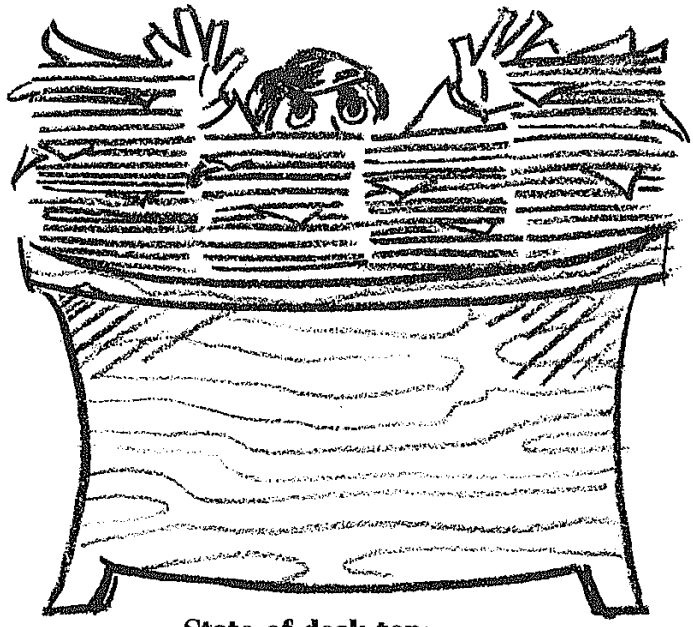
Annual salary:
Under $35,000: **9%**

$35,000
to
$40,000: **23%**

000

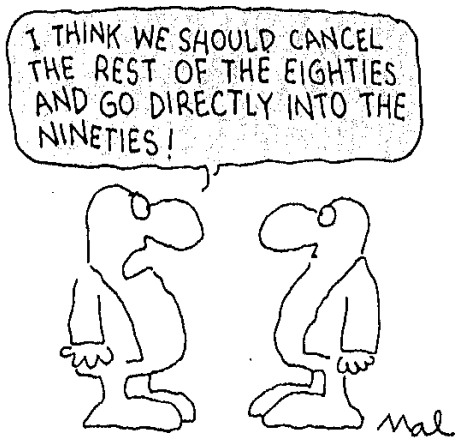
13%

$50,000
to
$60,000: **23%**



State of desk top:
Polished wood: **8%**
Neat piles: **38%**
Free-flow paper heap: **42%**
Avalanche potential: **12%**

Today's rewards, such as challenging assignments, are previews of successes they clearly expect in the 1990s. If this group represents the first wave, then motivated baby boomers throughout government can look forward to moving into top leadership positions. But for now, they are savoring big thrills during their journeys. ■



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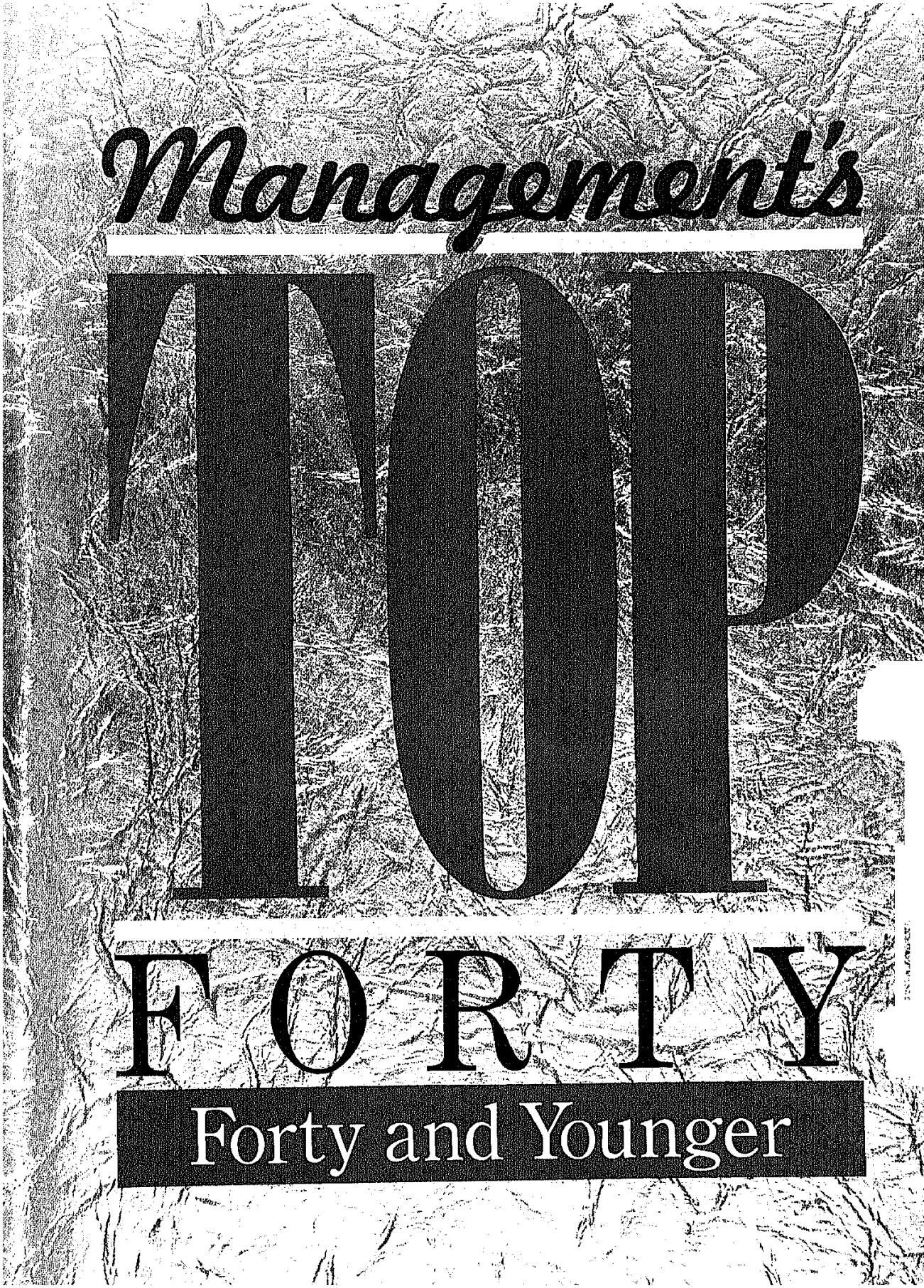
Management's
TOP
FORTY
Forty and Younger

AMERICA'S TOP 40 PUBLIC SERVANTS

40 Years of Age and Younger

They are the young stars of public service. Honorees selected by *Management* magazine's staff are the finest young professional, supervisory and executive level employes working in the federal village.

They have distinguished themselves in the areas of service, talent, substance and innovation. *Management's* "TOP 40" is a forum unwaiveringly committed to the idea such distinction attained by young public servants should be uncovered and celebrated.

These are the trendsetters, the individuals who will lead federal government into the next century. In their specific disciplines they have been clearly recognized as experts. Now, they deserve recognition before the generalists among us—throughout the entire federal community.

The TOP 40 honorees include career employes, commission members, political appointees and representatives from consultant, trade group and professional society circles integral to the federal community. The career styles of this generation differ markedly from those of older groups in government. Already, they are moving in, out and then back into the civil service network.

Management is committed to providing complete coverage of America's young public service leaders. The magazine's celebration of entrepreneurial and innovative excellence among young employes is our premier publishing event each year.

Offering one assessment of this year's honorees, a trade-press editor said, "You went for the megabrains." A public affairs official described them as "groundbreakers." She later pondered how many—if any—were left for next year's awards. One thing the staff discovered searching for the 40 finest is official Washington has yet to realize how many bright, young groundbreakers are in the government community.

Readers will notice this list reflects much of what distinguishes the baby boom-aged generation. Most obvious, the number of women in our group is higher than the percentage in government's "Rank" awards—typically bestowed on older federal employes. The TOP 40 list mirrors the remarkable changes in the composition of leadership talent being signaled by the upcoming generation.

ıks to CBS for
)P 40 Compact Disc

Class of '87

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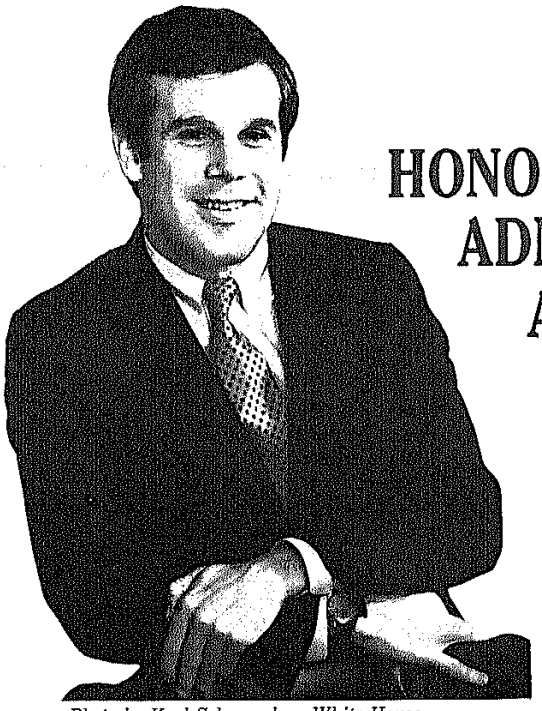


Photo by Karl Schumacher, White House.

HONOREES FOR ADMINISTRATION AND PERSONNEL

John F.W. Rogers

30, Chief Administrator Treasury Department

Government hoop-holders who enjoy snagging execs in needless procedures prefer not to deal with John Rogers. His hands-on approach to administrative duties means he's facile and knows the real rules—backwards and forwards. Young men and women who operate in this fashion have a habit of tilting the game in management's favor.

There is a growing cult of "can do" administrative experts in government and an argument could be made young John Rogers is their dean. Before his job as Assistant Secretary for Management under James Baker, he established a track record of doing jobs right, doing them fast. One New York magazine characterized his various staffs as SWAT teams. His career can be characterized as sudden.

Starting as a government mail clerk at age 18, by 26 he was installing the White House's first network of personal computers. Already under his belt was a renovation of 1600's gingerbread annex—the Old Executive Office Building. Between federal job stints, he spent some time helping launch *Public Opinion* magazine.

Nowadays, time away from Treasury translates into moments spent with his favorite pastime—preservation of buildings. He is on the Board of Trustees for the National Buildings Museum and a member of the Advisory Council on Historic Preservation.

William G. Barron

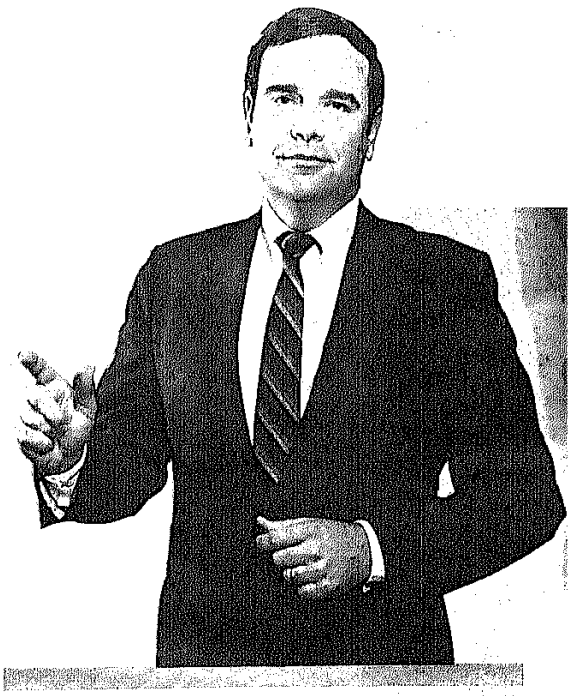
40, Deputy Commissioner Bureau of Labor Statistics

"We need to cut some red tape," says Bill Barron. "When government buys computers it uses more people in the reviewing process than firms use to invent new hardware."

Barron, Janet Norwood's deputy commissioner, introduced personal computers at BLS as a less expensive alternative to mainframes. And his agency now contracts its big computer jobs to National Institutes of Health and a private firm. The contractors handle routine jobs, enabling BLS professionals to focus on improving statistical data.

Throughout his career, Barron has launched significant cost-saving programs which have paid off for BLS and taxpayers. Few agencies reduce budgets without some reductions-in-force (RIFs). But he reduced BLS' 1981 budget 12 percent—without a single RIF—by eliminating 19 programs and instituting a budget management information system to track expenses.

Barron credits his own success to BLS' high level of profeessionalism.



Management's TOP FORTY

Ronald P. Sanders

35, Pilots China Skies
Air Force

Ron Sanders could have nicknamed his pilot proposal for Air Force "China Sky" because it is fully as innovative as Navy's popular China Lake personnel management experiment.

Innovation and new ideas have been important to Sanders throughout his 12 years in Air Force. He has been instrumental in developing a department-wide plan which puts managers—rather than rulebooks—in charge of hiring, promoting and rewarding employes.

Sanders' plan would simplify and streamline the system through pay and promotion banding and decision-oriented computer systems which can do more than file electronically.

As Deputy Chief of Labor and Employe Relations at Wright/Patterson Air Force Base he was unusually effective in overcoming union resistance to management proposals. On one occasion, he worked with national AFGE union officials who consequently waived bargaining rights when increased Air Force security needs required mandatory overtime, leave cancellations and shift changes on short notice.

Sanders believes the big challenge for government is to cut costs (legally) and bureaucracy. "Don't be afraid to take risks and be a pioneer."

Terry Herman

36, Training Consultant
President, Terry Herman Consulting

Some of the finest young professionals are moving their public service careers in and out of government office buildings. And from her new home-office, Terry Herman runs a successful one-woman training business for federal supervisors, managers and personnelists.

"It was risky business starting my own company knowing I'd face stiff competition from all the other firms going after government contracts," says Herman, who left Office of Personnel Management last year. Despite the competition, Herman has plenty of clients and more personal time which she often uses to keep current on federal case laws affecting her discipline.

Wage grade bosses as well as senior execs sign up for her employe relations courses on how to take adverse actions, handle leave administration and supervise performance and conduct. Herman, who frequently shares her work space with two poodles and three cats, says she misses the traditional office companionships but isn't sorry she's advancing through this phase. "I'm happy being an entrepreneur."

Management's TOP FORTY

Patrick Pizzella

32, Reformer on the Inside
Department of Education

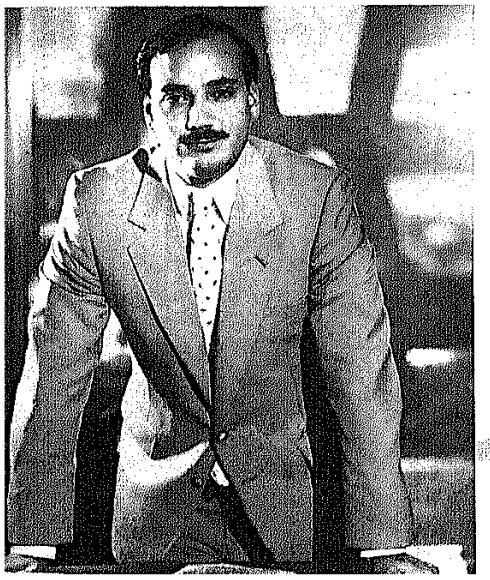
Every administration has its show dogs, lap dogs and pack hounds. If there were a breed called "Reagan Terrier," Pat Pizzella would be a pedigreed specimen. Wherever there's action around town, Pizzella can be found "fighting the good fight." And he wins a lot.

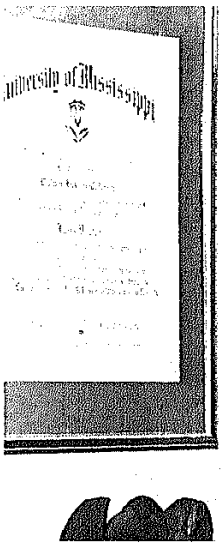
He has become a mover-and-shaker in the administration's campaign to reduce government spending. At General Services Administration, Pizzella was instrumental in reducing the number of GSA employes from 37,000 to 29,000 with virtually no reductions-in-force. At Small Business Administration, he helped Acting Administrator Charles Heatherly put together a team of regional administrators who supported cost-cutting policies.

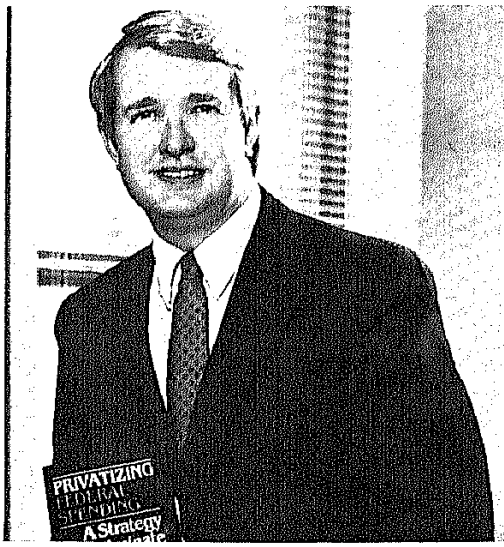
In his current position, Administrator for Management Services, Pizzella directs personnel and activities relating to management improvement for administrative services. This includes decisions on property, supplies and equipment.

He's a strong supporter of Secretary William Bennett and has been on President Reagan's team since the 1976 campaign.

Off the job, the young administrator enjoys golf.







W. Jackson Coleman

33, Prime Privateer
Contract Services Association of America

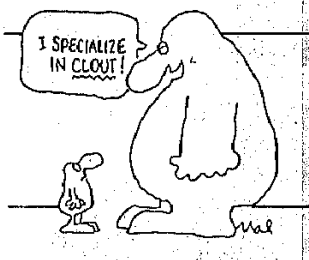
Jack Coleman may have been the first baby boomer to seize upon the many benefits of contracting out—for government as well as for taxpayers. As special assistant to the National Oceanic and Atmospheric Administration's associate administrator, he oversaw A-76 contracting-out studies and developed a proposal to save NOAA over $40 million.

An expert with the ins-and-outs of using private firms to handle appropriate government functions, he's now the executive director of the prestigious Contract Services Association of America which helps develop strategies for privatizing government services.

Coleman advises aspiring young managers to "seek out people in senior management who share your ideas. Try to join their team. Don't let your youth hold you back because you may be just the person they need."

He applauds government's growing trend to base performance appraisals and reductions-in-force on performance rather than on seniority. "We need to encourage risk-taking and not penalize mistakes to the point of stifling initiative," says this leading proponent of privatization.

In his spare time, Coleman enjoys carpentry, wood refinishing and furniture building. He is married and has two daughters, ages six and one.



Management's TOP FORTY

HONOREES FOR ADMINISTRATION AND PERSONNEL

Michael E. Poole

39, Director of Personnel
Federal Energy Regulatory Administration

Michael Poole is considered a model personnel executive by officials in the three agencies he's served.

Says former boss Robert Nipp, "Mike figures out what actions the front office wants and gets those jobs done right. He accommodates the system to an executive's needs—not vice versa." Nipp is chief spokesman for Secretary Samuel Pierce Jr.

With Poole at the helm, classifiers and staffing specialists at FERC "understand they are part of the management team. Our personnelists aren't here to play paper tag with our managers," says Poole. He claims his specialists are the best in government: Certainly they are the first in government to have their job ratings linked to specific turnaround times for handling manager requests. "In most agencies," says Poole, "there's no incentive for personnelists to act smart or fast, and no penalty for dallying or ignoring program execs."

Poole's career spans 13 years—he started as a GS-5—and his best off hours are spent "in front of my genuinely bodacious home stereo system."

Judy Tardy Hofmann

40, Assistant Secretary for Administration
Housing and Urban Development

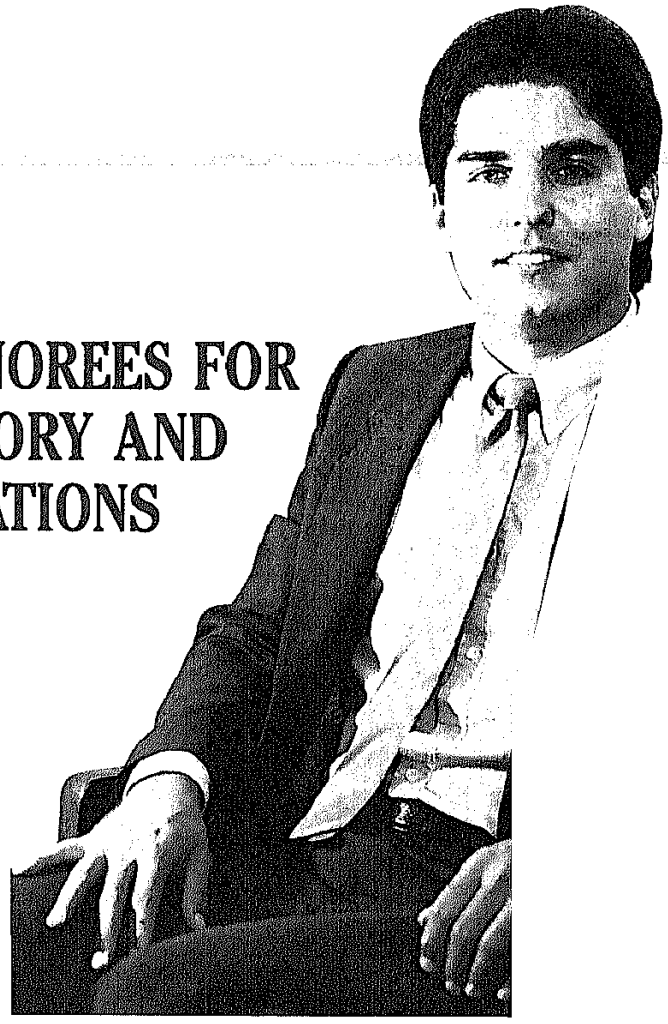
She is a master at handling the difficulties of administering the government's fourth largest budget. Hofmann's approach: "Persevere!

"It takes constant follow-up to make sure that when you say ıg is going to happen it does," says the 17-year careerist turned ⁻⁻pointee. Hofmann, started as a GS-7 personnel specialist and ːs herself as a nuts-and-bolts type manager. She enjoys "seeing ɯay results of efficiency, cost reduction and savings to taxpayers." ıreciates the steady leadership of her boss, Secretary Samuel

ɬvises those federal employes seeking fast-track advancement risks. "You must have confidence in your own abilities, try always be ready to lay yourself on the line," she says. ˋlieves career risk taking and willingness to grow are pre-d managers."

Management's TOP FORTY

HONOREES FOR SUPERVISORY AND PROGRAM OPERATIONS



Ken Puvak

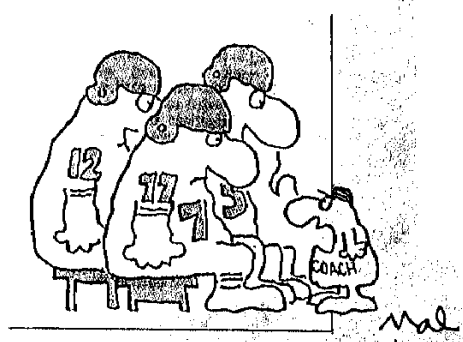
29, Management Analyst
Environmental Protection Agency

Energized by a whirlwind career climb, Ken Puvak is fresh from a Presidential Management Intern detail at Agency for International Development. Home and hearth, however, are at EPA. "I work with many dynamic and talented people at EPA who have the President's Council on Management Improvement connection. It's inspiring to see the cooperation between politicos on the council and career staffers," says the SES aspirant and former Peace Corps volunteer.

"John Kennedy's administration was characterized by a sense of mission and accomplishment. Today, as then, public service is a very honorable career." But a word of caution to the wise from someone who articulates his peers' concerns. "We've created rules which are too stringent," says Puvak. "Managers need more discretion to reward and be rewarded."

Fast-tracked early on by an enterprising boss, Puvak earned greater responsibilities and swift promotion. "Everyone needs a mentor," he says. "It's so easy to get lost in large organizations."

Losing himself in the great outdoors, however, is his number one hobby, followed by reading biographies.



Management's TOP FORTY

HONOREES FOR SUPERVISORY AND PROGRAM OPERATIONS

Elaine Rideout

27, Policymaker
Federal Retirement Thrift Investment Board

Last year, as an Office of Management and Budget policymaker, Elaine Rideout helped design and engineer government's new retirement plan. Today she is part of a unique agency which is administering a vital part of that system—the Thrift Savings Fund.

Rideout's management, budget and computer wizardry assure participating federal employes get maximum returns on their IRA-like investments. "I've been career and goal-oriented since my first job as a 14-year-old reporter for a weekly newspaper," says the Presidential Management Internship graduate who believes in hard work and ignoring people who say "it can't be done."

Rideout was the first staffer to recommend returning Blue Cross-Blue Shield overruns to enrollees rather than to the health benefit plan. "The White House eventually approved the idea, and once the Blues started reimbursing their clients, other major health plans followed suit."

At home, Rideout's number one priority is spending time with her husband and 17-month-old son.

Michael Bright

36, Program Analyst
Government Printing Office

Creating an audience—the genius of a successful marketer—has been the key to promoting government publications. Mike Bright knew there ...der audience for fed books ...ereotypical tennis-shoe-...crowd.

...ng the government pub... marketing plan, he ... book sales out of the ...ings and radio and tel...ncements to promote ...claimed *U.S. Govern...alog*, also his creation. ...o 1979, GPO's sales ...ght's initiatives helped ... Each year since 1981, GPO has recovered all of its printing, marketing and publicity costs. And in June '85, Public Printer Ralph Kennickell presented a check for $8.2 billion to Treasury Secretary James Baker. Bright now is looking to foreign markets while exploring ways to speed up delivery of GPO publications to U.S. depository libraries and the public electronically.

Bright advises young professionals to find and commit themselves to one boss—preferably someone who will delegate responsibilities freely. Off the job, Bright is a photography buff, music enthusiast and father of 18-month-old Andrew. His wife, Susan, is a micro-biologist at Agriculture.

Management's TOP FORTY

HONOREES FOR SUPERVISORY AND PROGRAM OPERATIONS

Lt. Dennis G. Hayo

36, Commander of the Mounted Patrol
United States Park Police

Routine football crowds at RFK stadium and unexpected demonstrations in front of the White House are kept in check by Lt. Dennis Hayo who commands the U.S. Park Police mounted patrol.

He runs the best mounted police cadre this side of the Atlantic, but insuring 50 officers and 70 horses are in top form means less time in the saddle and more paperwork for the 13-year veteran. Hayo has worked DC and San Francisco beats from police cruisers and scooters but prefers mounted patrol duty.

"Troublemakers often are intimidated by police on horseback," says Hayo, who claims people are more cooperative when he's in the saddle. The four-legged public servant, however, isn't always a deterrent. "The 1977 Iranian demonstrations in San Francisco were pretty violent." He recalls being attacked by protesters wielding signs mounted on two-by-fours.

On weekends Hayo guides his own horse through fox hunt courses and renovates the country home he shares with his wife and two children.

Deborah Steelman

31, Associate Director
Office of Management and Budget

There is a circle of cognoscenti in Washington committed to improving how social programs work. Deborah Steelman is a leader in that group.

"The parameters of my job are very simple," says Steelman who oversees allocation of funds for the Departments of Health and Human Services, Labor, Education, Veterans Administration and 45 smaller agencies. "We look for bad incentives in the system, and then work to improve the situations to make people's lives better."

As one of four OMB department heads, she often faces attacks for her tough decisions. "It's a tension-filled job, but I'm committed to doing my best under all circumstances." Steelman's go-getter personality bringa with it high achievement levels, which have insiders shaking their heads in admiration. After law school, she obtained a position in the public defenders office at the ripe old age of 22. Modest about her accomplishments, Steelman says, "I don't view them as laurels. I learn from my experiences and set my sights on the next item." Her advice to baby boomers seeking the fast track: "It doesn't matter where you start as long as you have a road map and consider every work day as training along the way."

Management's TOP FORTY

HONOREES FOR SUPERVISORY AND PROGRAM OPERATIONS

David Haun

30, Senior Budget Examiner
Office of Management and Budget

Sailing enthusiasts such as David Haun generally enjoy choppy waters and he appreciates waves both at sport and work.

He opted for a senior budget examiner's job at OMB, reviewing General Services Administration's yearly budget. "Gramm-Rudman has tightened the process," says Haun. "I won't approve a budget increase—even one promising a return on investment—unless I can find an immediate offset elsewhere."

Haun deals in a rough and tumble area. "Joe Wright (OMB's Deputy Director) will let me know of his displeasure but. . .he'll turn right around and seek my advice on crucial policy matters."

As for making one's own breaks once inside an agency, "I target the job I want and the supervisor for whom I want to work—those who have reputations for supporting employes who give 110 percent." Extra homework pays off. Haun's highly supportive OMB supervisors succeeded in having government's time-in-grade promotion policy waived in his case.

This is proof the current personnel system "benefits those who make the effort," says Haun. "I work the system to make it meet my needs, whether it's filling key office slots or speeding up an employe bonus."

Away from wallet battles, Haun shares a passion for sailing with his wife, Kim, along Maryland's Chesapeake Bay.

Jill Kent

38, Classic Leader
Department of Treasury

Known to crash a grad school gathering or two in search of prospective employes, senior exec Kent is unabashedly forward about recruitment. "I intend to find the best people for my office," says Kent, who is Deputy Assistant Secretary for Departmental Finance and Management.

"Sometimes I convince a top scholar to interview for a federal job." But she looks for more than academic credentials. "Really good managers have positive personality traits—perseverance and warm interpersonal skills—life-long acquisitions not learned in classroom development exercises."

Critical of the porridge some schools spoon feed students, she recommends an alternate formula. "Young government execs need tough, business school approaches to organizational leadership, budget and legislative processes." Says Kent: "I work very hard. Every paper I write and each meeting I hold must have a purpose." With her beloved classical music playing in the background, Kent conducts business with the intense grace of a maestro leading a symphony. "I'm a perfectionist, and I demand nothing less from other federal professionals. But I'm fair."

An avid traveler, she and her husband frequently visit their North Carolina beach house.

Management's TOP FORTY

Katherine Collins

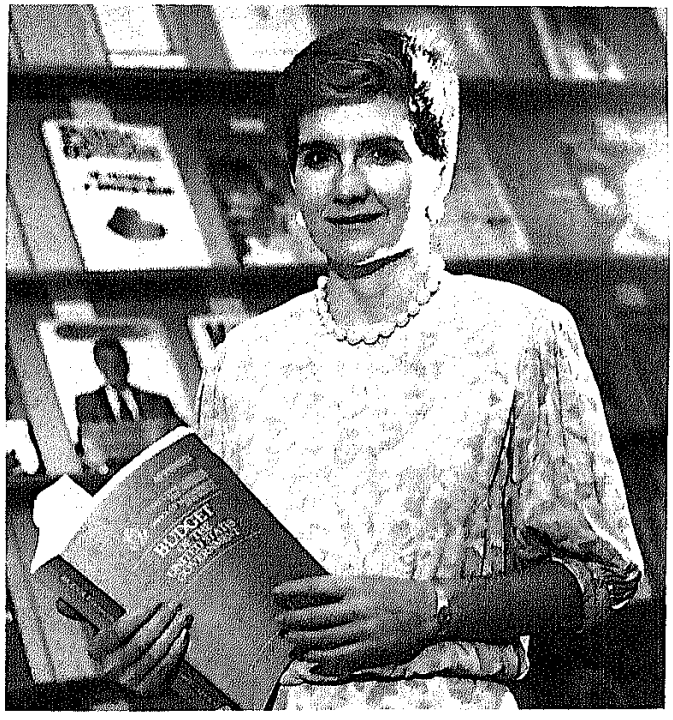
34, Budget Examiner
Office of Management and Budget

It ain't bucks 'til she says it's bucks. Katherine Collins' responsibilities may be more subtle than those of a "Haynes examiner," but before the Federal Highway Administration's (FHWA) annual budget is finalized and presented to Congress, it must pass her relentless scrutiny.

She makes recommendations to Office of Management and Budget Director James Miller concerning both FHWA's budget and any pending legislation affecting the agency. Since 1979, Collins has had oversight responsibility for agencies within Justice and Treasury (1979-1984), and Department of Transportation's FHWA since 1984. She has helped shape immigration legislation and highway transit authorization acts and advised administration policy makers on how to position themselves on these issues.

Collins enjoys her autonomy, working with top management as an expert, and her diverse responsibilities—from analyzing budgets to shaping legislation. She attributes her professional success to hard work and perseverance, "It's never routine."

After hours, she is an avid swimmer, bicyclist and gardener.



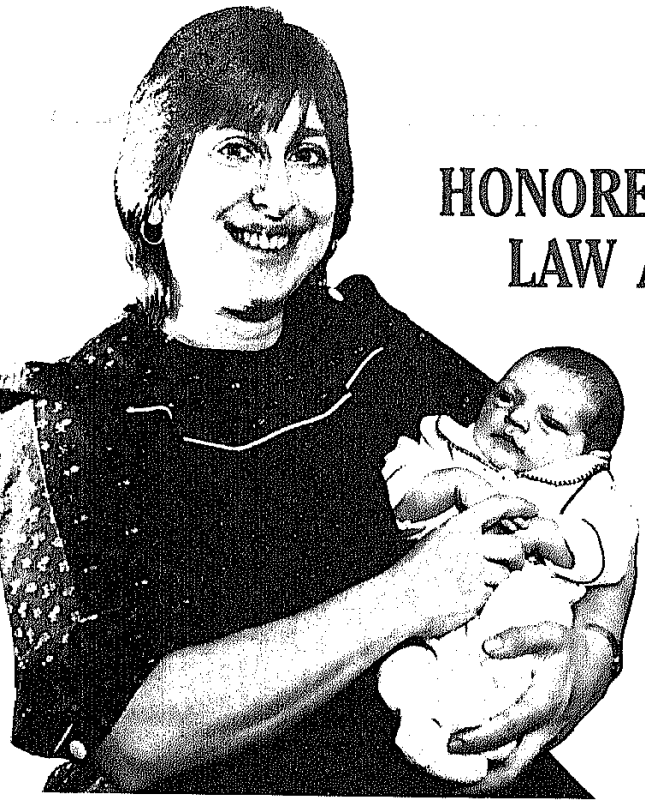
Charles (Terry) Angelo

40, Travel Management
General Services Administration

Observing business world jet-setters has helped Terry Angelo design an express lane for Uncle Sam's travelers. "Government managers use Citicorp Diners Club credit cards and travel agents to arrange their trips, just as in the private sector," says Angelo, a career employe.

High marks in previous federal jobs, including a stint at Office of Management and Budget during the Carter Administration, pointed Angelo toward his current slot within GSA's upper management circle. As a skilled negotiator representing government clients before corporate America, Angelo has learned when to compromise. "Managers should not wage ideological warfare over whether to support certain agency policies," says Angelo, referring to those who stonewall administration initiatives. When not traveling, Angelo prefers home-based hobbies such as gardening and backyard barbecues with his wife and two children.

Management's TOP FORTY



HONOREES FOR LAW AND REGULATION

Penny Jacobs

32, Chief, Commerce and Justice Branch
Office of Management and Budget

When former OMB chief David Stockman proposed abolishing Small Business Administration's credit program, he told Congress SBA had thousands of supporters while he had only "one girl," Penny Jacobs, to help him prepare testimony. And Jacobs rose to the challenge, arranging for an article in *Washington Post's* "Style" section and securing a picture and interview with Associated Press when Stockman was in New York.

Today, Jacobs heads a staff which reviews budgets submitted by all agencies throughout Departments of Commerce and Justice.

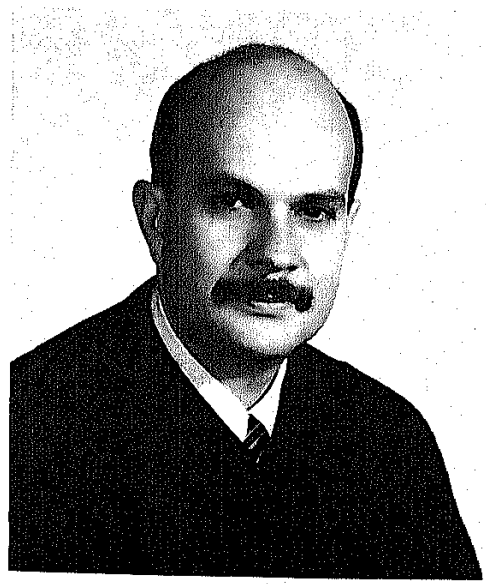
Like other young stars, Jacobs savors her opportunity to serve as an active component of OMB's policy team. Her prescription for attracting bright young newcomers to government: "More incentives and unique perks comparable to those in the private sector."

How to get ahead: "Avoid passing along information. Be succinct both in speaking and writing."

Recently, Jacobs took a break from the office to start a family. Her son, Bryan, was born in November. Her husband, Jim Fleming, is a chemist at Washington's Naval Research Lab.

Ricardo H. Hinojosa

36, U.S. District Judge
Southern District of Texas

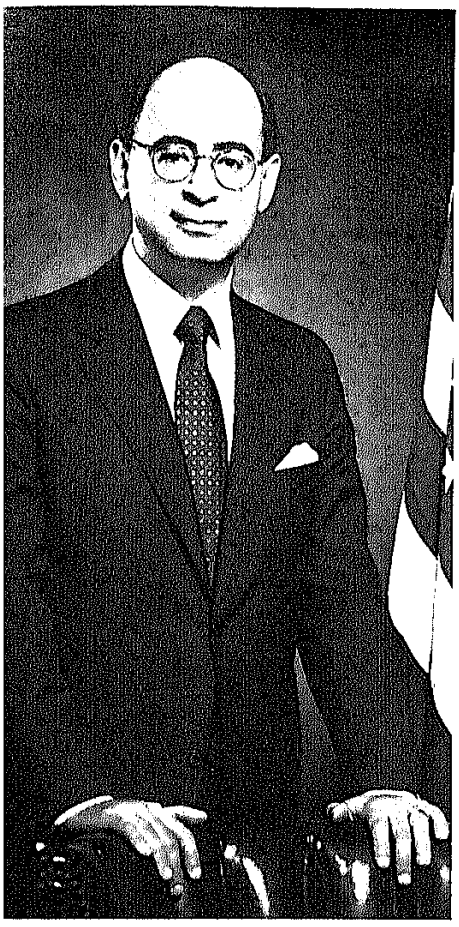


Participation in community affairs has been a lifelong priority for Ricardo Hinojosa and since 1983, he's been serving his Texas neighbors in another role.

As a federal judge—the youngest in the country when he took office—he is committed to insuring the country's constitutional laws are fairly applied in the Lone Star state's Brownsville Division. Hinojosa and one other federal judge annually hear 300 to 350 cases involving drug violations, transportation of aliens and guns across U.S. borders and bank fraud.

"We ... few people," says Hinojosa, whose court handles es than any jurisdiction in the country, except aining and taking part in community activities ounds," says Hinojosa, who coaches a local high

Management's TOP FORTY



HONOREES FOR LAW AND REGULATION

Daniel Levinson

37, Civil Service's Chief Justice
Merit Systems Protection Board

It's easier to succeed if you enjoy, and believe in, what you're doing. "I consider myself fortunate because I enjoy law and the people with whom I've had the privilege to serve," says Levinson, who dons the chief judge's hat for the civil service.

As Chairman of MSPB, Levinson also serves as Chief Executive Officer over an agency with a $20 million budget and 325 employes. Associates and long-time observers attribute much of his career success to his role as a positive team player. Says Levinson, "A lot of people achieve a star quality in Washington and think they alone possess the wisdom, knowledge and courage to get where they want to get. The fact is, no one person can accomplish much if they don't work with others."

He was selected in 1985 as the number one lawyer at the Consumer Product Safety Commission. Now with a Presidential appointment as MSPB chairman, Levinson says he looks forward to the job because "it allows me to exercise my judicial temperament. I enjoy evaluating different points of view and analyzing the merits of an argument. It's hard work but very satisfying."

Levinson advises young attorneys considering a federal law career to be prepared for challenges. "But that's healthy." he says. "If you're challenged you will most likely live up to your potential."

Susan Meisinger

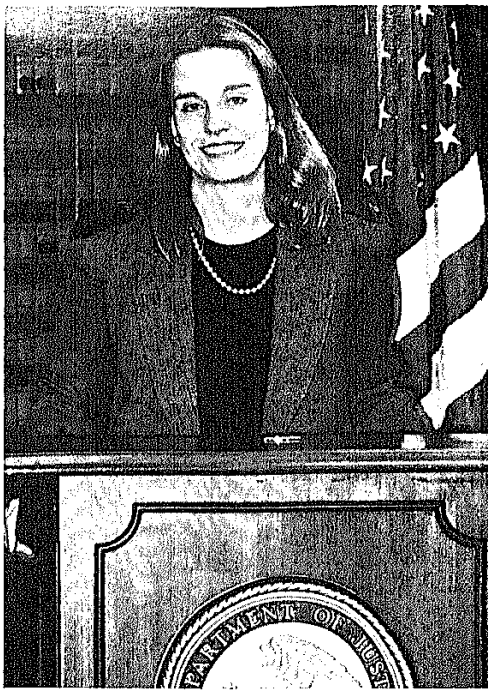
34, Labor Rulemaker
Department of Labor

It takes vigor to set Washington standards and Susan Meisinger is considered one of government's most vigorous young execs. So she sets a lot of standards—wage and hour standards for federal workers and equal employment ground rules for fed contractors. She also is responsible for compensation policies for government employes, black lung disease victims and longshore and harbor workers. Meisinger is Deputy Under Secretary for Employment Standards Administration and leads nearly 4,000 employes at DOL's largest agency.

To assure high productivity in her agency, Meisinger identifies good managers and encourages them to increase their value to DOL by rotating through regional offices. "There are lots of excellent career managers eager to get the administration's work done," says Meisinger. "Those who are not performing well, for whatever reasons, should be identified because they are roadblocks to implementing the President's policies. Despite smaller staffs and budgets, we've increased our productivity," she says, citing a 5,000-case backlog which was reduced to 60 over the past three years. When not running her $2.2 billion programs, the New Jersey native works out at her favorite health club.

Management's TOP FORTY

HONOREES FOR LAW AND REGULATION



Kerri Martin

28, Assistant U.S. Attorney
Southern District of New York

Clerking for U.S. Supreme Court Justice William Renquist was an incredible opportunity and an incredible responsibility says Kerri Martin.

"Two years out of law school I was helping the Justice write opinions on some very important cases and many of these opinions became law." The Chattanooga, TN, native is now an Assistant U.S. Attorney but doubts she ever will match that clerkship education.

Other experiences, such as prosecuting small-time drug pushers when she joined the U.S. Attorney's office, are remembered less fondly. "I had my first case just one week after joining that office," says Martin. But she beat first-time jitters to receive outstanding marks for her courtroom debut. She also received network TV plaudits.

Now assigned to the Major Crimes Unit, she handles business fraud, bank robbery, kidnapping and espionage cases. Martin loves the work, particularly courtroom duty, but complains the frequent a.m. to midnight shifts wreck havoc on her personal life. Off-hours court time is spent playing tennis or squash.

C. M. (Mike) Naeve

39, Power Referee
Federal Energy Regulatory Commission

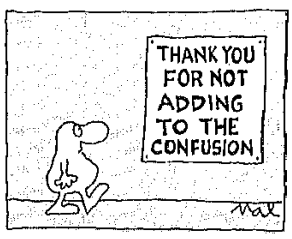
A composed, sober breed of men gravitate to Washington energy agencies. Federal power men, men of rule, men who like being referees. Mike Naeve is of this quiet breed. He is a scrupulous referee squaring the interests of incredible wealth.

He is a ranking member of Federal Energy Regulatory Commission. In a town where regulation means favor and favors make friends, he sticks to principle: The principle of deregulation. He restores competition to energy industries as fast as rules permit. In an administration committed to free enterprise, Naeve fits like a glove.

And Naeve balances. He is both Reagan appointee and Democrat.

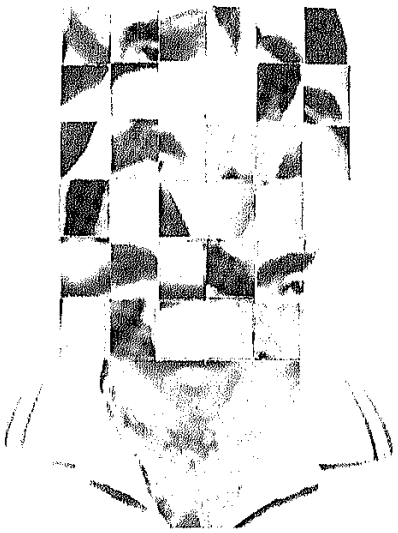
Fresh from the Lyndon B. Johnson School of Public Affairs, he arrived in town for a Hill job. That Congressional background has been his key to success. On House and Senate staffs he moved in circles of Democrats who wore well-tailored, dark suits. Lloyd Bentsen, J. Bennett Johnston, J.J. Pickle, and his Congressman, Jim Wright, tagged the youngster a comer.

"I think this town's going to be home," he tells **Management**. "Like many from my region, I felt like a transient here, but then realized my love for public policy meant this was my place." He married a lady from nearby McLean, Virginia, and is the father of two.



Management's TOP FORTY

HONOREES FOR LAW AND REGULATION



Bill Simpkins

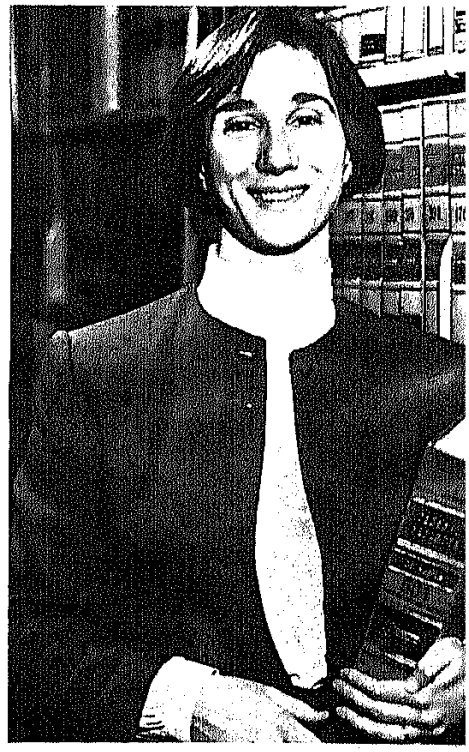
39, Resident Agent in Charge West Palm Beach, FL
Drug Enforcement Administration

Bill Simpkins is committed to war. A no-nonsense hawk when freedom is the issue: United States freedom from drugs. If he wasn't, he'd be rich.

Miami's drug trade reeks with money and he's in a position to get lots. "Look away—once," a dealer recently jeered. Says one colleague, "He could unload the small boat he now owns and buy as many as he wants. A different one for each day of the week."

Where can federal government get more like him? "Try Boston," quips Simpkins. According to the record, his sturdy inner-character began showing when he and three Boston detectives in the prosecutor's office put away an assistant U.S. attorney for leaking info to defendants.

Simpkins "blames" his morality on his childhood. "Economically my parents were middle-class, but they were King and Queen in ethics and caring," says Simpkins. "And I hit the books when told," recalling his experience with Boston's parochial schools. Enrolled at Boston College, Simpkins helped organize the lacrosse club which eventually netted NCAA recognition. Stints in the Army, Northeastern University and the Boston police department followed. Both *Miami Herald* and *Ft. Lauderdale Sun-Sentinel* recently cheered his leadership in a record 6,900 pound cocaine bust.



Laurie Rothenberg

30, Policy Developer
Office of Personnel Management

Tailoring a 1980s approach to public administration translates into stronger federal management and scaled-down government bulk. This act requires both political savvy and personal objectivity by policy types from the career ranks. Office of Personnel Management strategist Laurie Rothenberg is one of the service's most savvy reps. "Civil servants can put forward proposals which respond to the public's mandate as expressed through Presidential appointees," says Rothenberg.

One of the rising stars in the federal community, she is handling delicate personnel issues involving federal employes with remarkable objectivity. "I figure out where my boss is coming from and apply my knowledge of OPM programs to tackling the tasks at hand." Rothenberg works with top OPM managers to flesh out some of Director Constance Horner's most exciting initiatives—one recent example being employe-ownership privatization plans. Rothenberg's advice to baby boomers? "Don't mindlessly hold up hoops through which your boss must jump. Anticipate the needs of your agency's political staff. And work hard."

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Bill Gately

37, Special Agent and Resident in Charge
Phoenix, AZ
U.S. Customs Service

Operation "Hi-Hat" was a breathtakingly novel drug interdiction scheme. It was aimed against Miami International Airport employes who moved drugs through the facility.

"We found ourselves matching wits with people very sophisticated in the smuggling of dope on commercial airlines," says Gately, then a special agent in Miami. His cunning is credited with clipping the wings of a number of traffickers and shutting-down an entire drug operation.

His brand of law enforcement requires a team of feds who are fast on their feet, and Gately is fast. Coming from a family of law enforcement officers, he knows it's critical to stay in top shape. "It doesn't happen every day, but the job can get physical in a hurry."

As if fighting bad guys isn't enough, Gately occasionally referees inter-agency turf wars. "I try to solve problems at the lowest level possible so they don't become 'political' issues." His diplomacy and career-long mentoring by the guys on top floors have prepared him for his new assignment in Phoenix. "I don't mind sharing any insights I've gained with the up-and-comers who one day will 'roast' me at my retirement party."

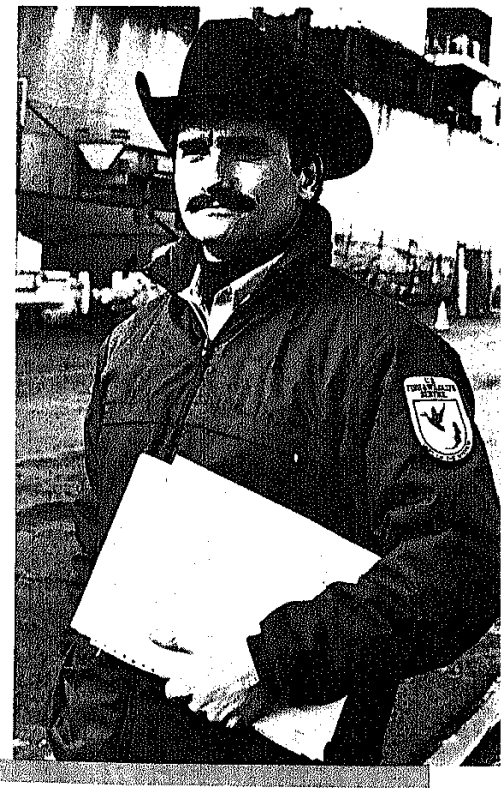
John M. Neal

30, Wildlife Inspector
U.S. Fish and Wildlife Service

To protect endangered wildlife, John Neal searches ocean-going freight for rhino horn, tiger bone wine, deer antlers and other animal products which might be smuggled into or out of the United States. Occasionally, this work lands the GS-9 Wildlife Inspector in a less-than-hot.

"...partner to wait outside and go for help if I wasn't out in 15 ...," Neal, recalling the time he confiscated a load of Chinese ...bargoed at a Manhattan warehouse. He departed unharmed ...horn-laced goods.

...ctors nationwide, Neal and his team of three at the Newark ...k the huge steel crates that reach New York and Jersey ... how to confront people tactfully by phone or in person is ... when you have to tell an importer you're keeping their ...t," says Neal. Future assignments may prove even ...ho hopes to become a hardware-toting special agent for



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United States Government
MEMORANDUM

Office of
Personnel Management

Subject: Rules, FED FAST TRACK
(Editorial Feature, Management, Vol. 6, No. 2)

From: Speciel Assistant to the Editor
and Director, Office of Special Projects

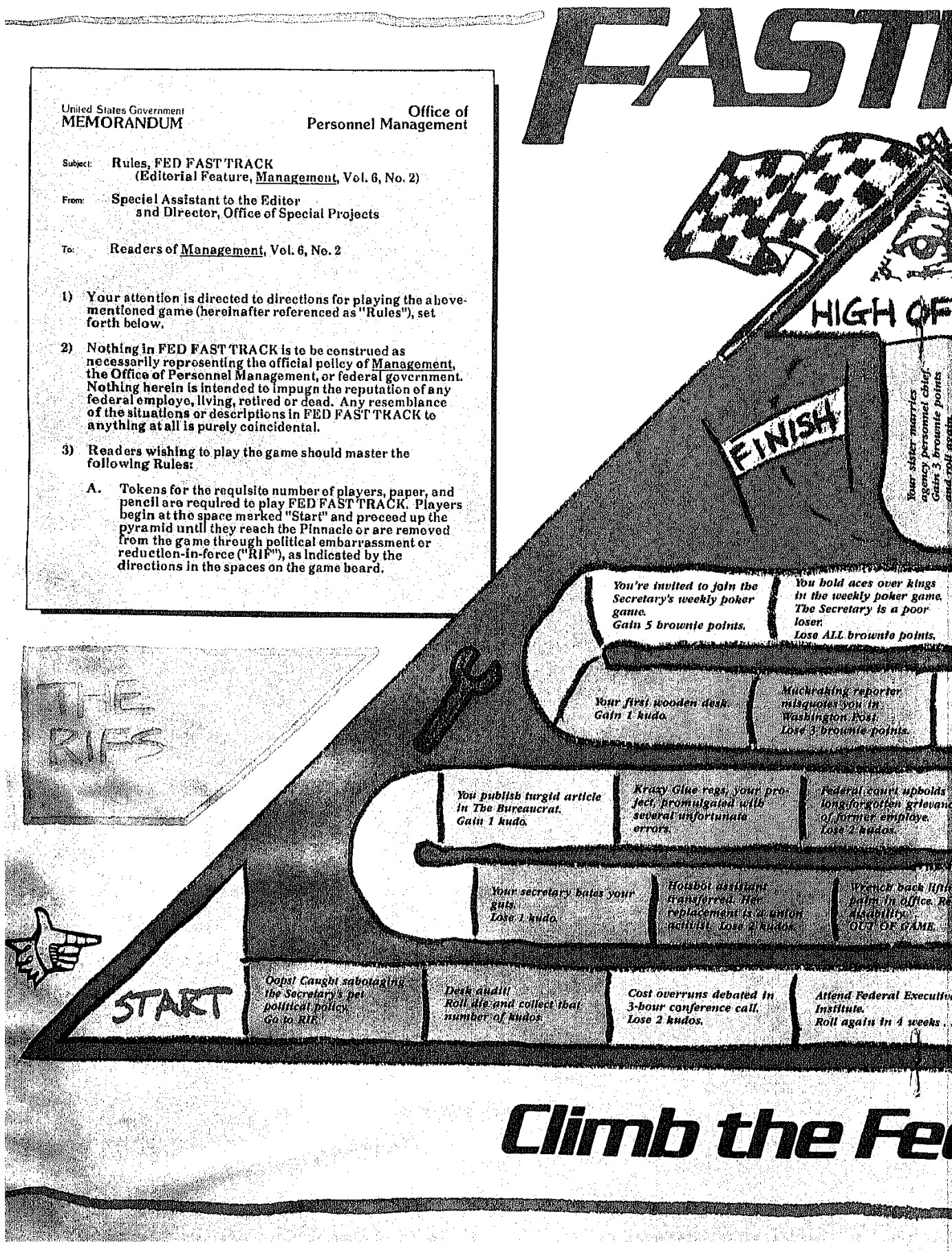
To: Readers of Management, Vol. 6, No. 2

1) Your attention is directed to directions for playing the abeve-mentioned game (hereinafter referenced as "Rules"), set forth below.

2) Nothing in FED FAST TRACK is to be construed as necessarily representing the official policy of Management, the Office of Personnel Management, or federal government. Nothing herein is intended to impugn the reputation of any federal employe, living, retired or dead. Any resemblance of the situations or descriptions in FED FAST TRACK to anything at all is purely coincidental.

3) Readers wishing to play the game should master the following Rules:

A. Tokens for the requisite number of players, paper, and pencil are required to play FED FAST TRACK. Players begin at the space marked "Start" and proceed up the pyramid until they reach the Pinnacle or are removed from the game through political embarrassment or reduction-in-force ("RIF"), as indicated by the directions in the spaces on the game board.


FAST
HIGH OF
FINISH
Your sister marries agency personnel chief. Gain 3 brownie points
You're invited to join the Secretary's weekly poker game. Gain 5 brownie points.
You hold aces over kings in the weekly poker game. The Secretary is a poor loser. Lose ALL brownie points.
Your first wooden desk. Gain 1 kudo.
Muckraking reporter misquotes you in Washington Post. Lose 3 brownie points.
THE RIFS
You publish turgid article in The Bureaucrat. Gain 1 kudo.
Krazy Glue regs your project, promulgated with several unfortunate errors.
Federal court upholds long-forgotten grievance of former employe. Lose 2 kudos.
Your secretary hates your guts. Lose 1 kudo.
Hotshot assistant transferred. Her replacement is a union activist. Lose 2 kudos.
Wrench back lifting pain in office. Re disabilities. OUT OF GAME.
START
Oops! Caught sabotaging the Secretary's pet political policy. Go to RIF.
Desk audit! Roll die and collect that number of kudos.
Cost overruns debated in 3-hour conference call. Lose 2 kudos.
Attend Federal Executive Institute. Roll again in 4 weeks
Climb the Fe

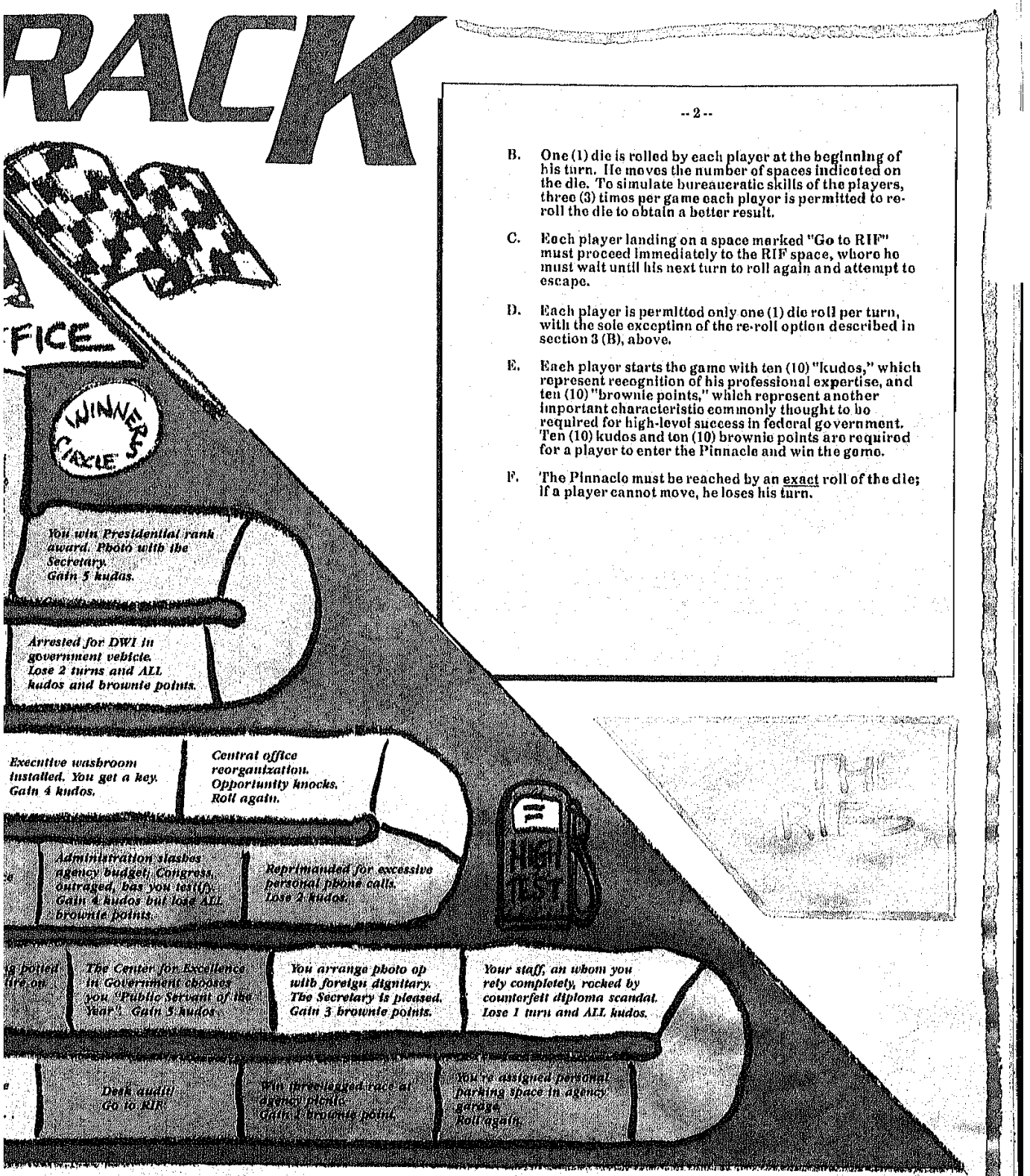
B. One (1) die is rolled by each player at the beginning of his turn. He moves the number of spaces indicated on the die. To simulate bureaucratic skills of the players, three (3) times per game each player is permitted to re-roll the die to obtain a better result.

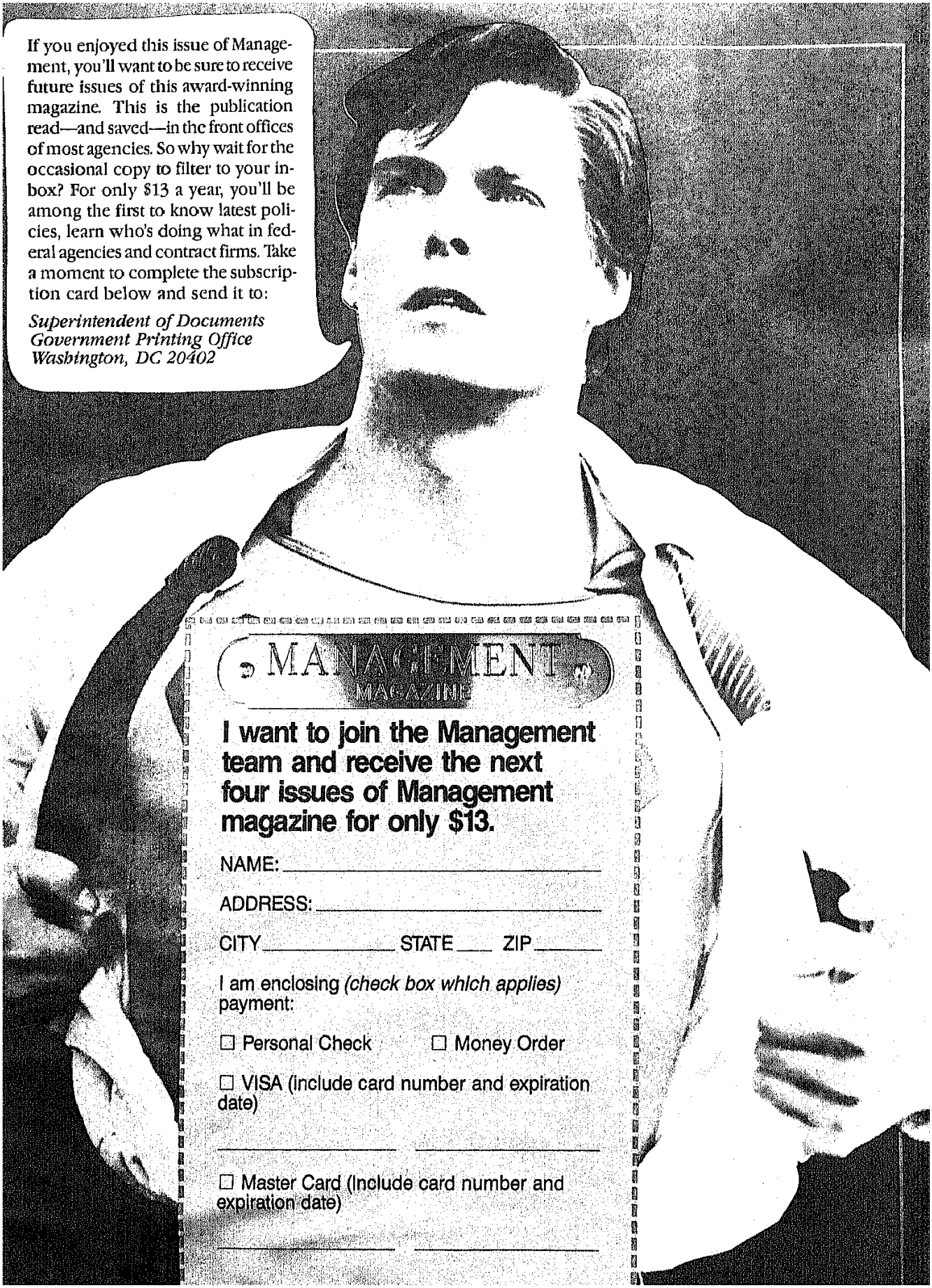
C. Each player landing on a space marked "Go to RIF" must proceed immediately to the RIF space, where he must wait until his next turn to roll again and attempt to escape.

D. Each player is permitted only one (1) die roll per turn, with the sole exception of the re-roll option described in section 3 (B), above.

E. Each player starts the game with ten (10) "kudos," which represent recognition of his professional expertise, and ten (10) "brownie points," which represent another important characteristic commonly thought to be required for high-level success in federal government. Ten (10) kudos and ten (10) brownie points are required for a player to enter the Pinnacle and win the game.

F. The Pinnacle must be reached by an exact roll of the die; if a player cannot move, he loses his turn.


RACK
FICE
WINNER'S CIRCLE
You win Presidential rank award. Photo with the Secretary. Gain 5 kudos.
Arrested for DWI in government vehicle. Lose 2 turns and ALL kudos and brownie points.
Executive washroom installed. You get a key. Gain 4 kudos.
Central office reorganization. Opportunity knocks. Roll again.
Administration slashes agency budget. Congress, outraged, has you testify. Gain 4 kudos but lose ALL brownie points.
Reprimanded for excessive personal phone calls. Lose 2 kudos.
The Center for Excellence in Government chooses you "Public Servant of the Year"! Gain 3 kudos.
You arrange photo op with foreign dignitary. The Secretary is pleased. Gain 3 brownie points.
Your staff, on whom you rely completely, rocked by counterfeit diploma scandal. Lose 1 turn and ALL kudos.
Desk audit! Go to RIF.
Win threelegged race at agency picnic. Gain 1 brownie point.
You're assigned personal parking space in agency garage. Roll again.
d Pyramid!



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HONOREES FOR TECHNOLOGY AND RESEARCH

Abe Macher, M.D.

39, Registrar
Registry of AIDS Pathology U.S. Public Health Service

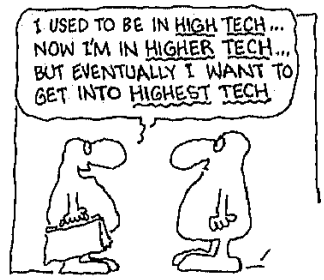
"Dedicated medical researcher, selfless humanitarian, team-player with ego in check" reads a personnel analysis of Abe Macher.

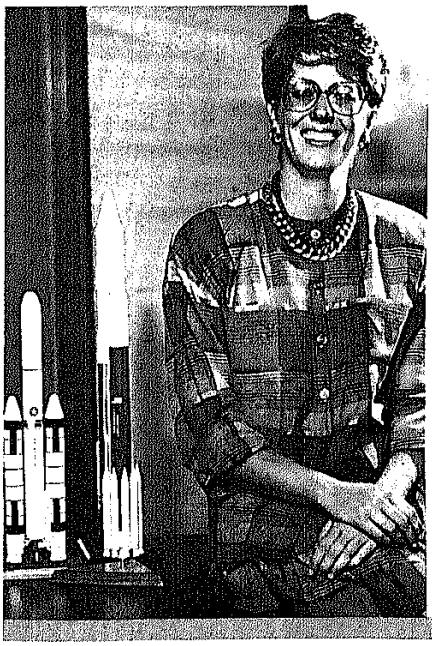
"The faculty and support groups here are second to none," says Macher of his cadre of research pathologists and staffers at headquarters and their peers at the Armed Forces Institute of Pathology. "If something doesn't pan out, we get up and dust ourselves off," he says, again giving the personal pronoun "I" a holiday.

"Each day brings something different, maybe a clue for the AIDS cure. We must look forward," says Macher, who is Director of the Collaborative Center for Inveatigation of AIDS.

Medical groups world wide look forward to seeing Macher who has accepted over 100 speaking invitations. His many published works reinforce his front-line expertise. "It's important to remain rational about AIDS."

Freed from hia birthplace—a German refugee camp—by American army troops shortly after World War II, Macher is evening the score. "Having a career in government is my way of repaying the debt. But regardless, my work is exciting, important and gratifying."





Madeline Johnson

31, Space Transportation (former)
Department of Transportation

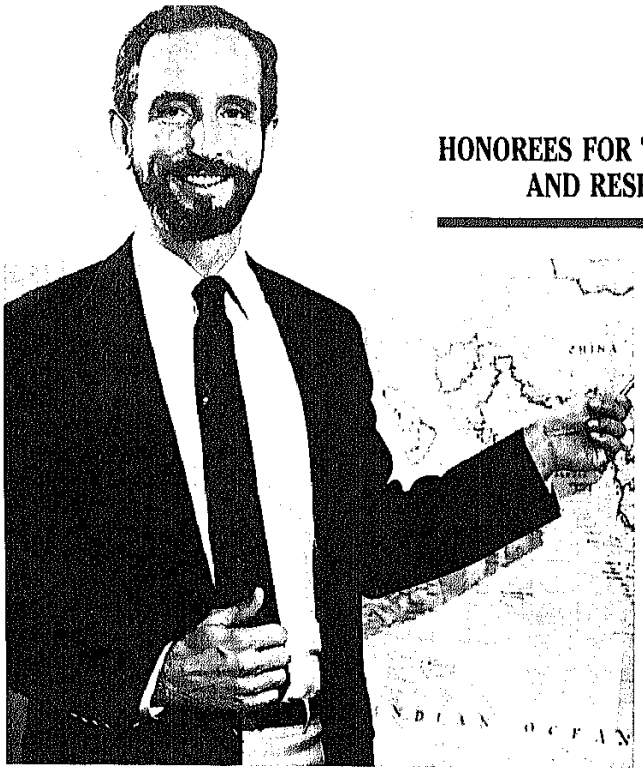
Midwife at the birth of a new transportation industry, this executive convinced the administration that private co rather than NASA should launch most commercial sat

Reviewing the situation in the wake of *Challenger* Johnson and her 13-member staff lobbied to get government for-profit space market. "The policy debate took nine months," s "and when it was finished the President had decided the shut would carry private communication satellites." By taking ris her ideas—skills garnered from mentor T. Boone Pickens Capitol Hill critics and jettisoned government red tape in orde initiative.

"I'm not particularly aggressive or competitive off the job," who enjoys jogging and going to the theatre. "I do have a bit she adds, referring to a local the earned by out-performing seasone

Management's TOP FORTY

HONOREES FOR TECHNOLOGY AND RESEARCH



Frank Post

39, Data Marketeer
National Technical Informotion Service
Department of Commerce

As a salesman extraordinaire for government's technical publishing clearinghouse, Post has expanded the international network of buyers seeking American technical products and services. No doubt, his efforts have increased the transfer of U.S. technology abroad.

A beautifully targeted formal education, a stint with the Organization of American States and a short-term contract at NTIS landed Post his current management slot. A careerist with 10 years in government, Post emphasizes the importance of being in steady contact with creative and dynamic people. "Only by staying in touch with such people, if only to say hello, will the opportunities continue to open."

His organization is unique in its ability to recover all of its operating costs. Post thinks it is good management "to make entities autonomous enough to be self-supporting."

Success at NTIS brings with it tinges of privatization. "Not only are we self-sufficient, but we've had a marketing division for 15 years, kept revenues generated by our sales and lowered costs to the American taxpayer."

When not working, Post likes swimming, snow skiing, scuba diving and rock climbing in the Shenandoah Valley.

James Ionson

35, SDI's Youngest Team Leader
Strategic Defense Initiative

Tune in a *McNeil/Lehrer* discussion on SDI and you are likely to hear Jim Ionson, who is helping turn 21st century scientific possibilities into 20th century applied science.

"We have tried to restore that dying art of going out and capturing what is perceived as a possible technology," says Ionson, who created and directs the Innovative Science and Technology Office.

Ionson directs a team of 50 program scientists whose mission is bringing the Strategic Defense Initiative to life. He joined SDI after he heard the President talk about the program. "I wanted to be involved," says Ionson, "so I met with General Abramson and suggested the 'innovative' factor was missing."

While being part of a team is important, the SDI science chief also believes that an individual has to do something really unique to be recognized. "I like to create things. Whether it's growing vegetables in my garden, wood working, or doing something useful for the country." Thie desire to see the inherent creative potential developed is reflected in Ionson's management style. "The interest I have in science is reflected in the way I manage programs. I don't micromanage, but I try to get as knowledgeable about details as I can."

Management's TOP FORTY

HONOREES FOR COMMUNICATIONS, EXTERNAL AFFAIRS, ARTS

Terry Ware

32, A Touch of Grace
Government Printing Office

A lot of skillful communicators have labored to keep Grace Commission findings out of the "Blue Ribbon Panel" trash basket.

Terry Ware was one of the most skillful. She uses captivating story ideas targeted perfectly to get her employer's message across on local and national media.

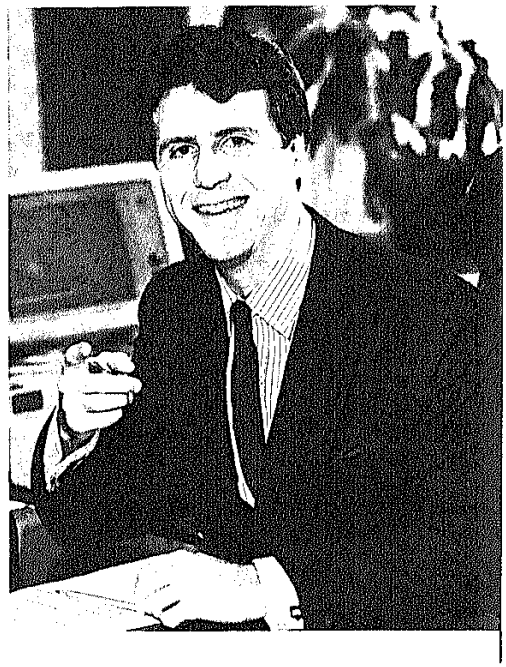
When Ware was communications director with Grace's Citizens Against Government Waste, she once received a phone call from a Baltimore supporter who had heard an example of outrageous government spending described on radio station WFBR. Ware called the Baltimore station, sent a follow-up letter and arranged a personal appearance for Citizens Against Government Waste President George Goldberger. At CAGW, she oversaw publications, media coverage and speakers' bureau.

Today, as special assistant to Public Printer Ralph Kennickell, Government Printing Office, Ware's marketing and communications program is increasing public awareness of GPO's many client services.

Asked how baby boomers can influence policy, Ware recommends, "Translate your ideas into specific proposals and include costs, goals and a specific plan for implementation. Capture inner-office supporters by involving them in developmental goals and programs. It gives others a veated interest in speeding up the approval process."

Management's TOP FORTY

HONOREES FOR COMMUNICATIONS, EXTERNAL AFFAIRS, ARTS



Peter Robinson

29, Speechscribe to the President
White House

Acting as "project managers" and participants in policy development are roles in which Washington's greatest speechwriters have excelled. And these are roles Peter Robinson clearly relishes.

"The speechwriting process is often the time at which the government comes together to decide exactly what the policy is going to be," says the faultlessly attired wordsmith.

A senior member of the "Dartmouth Mafia," a group of conservative young Dartmouth College alumni, Robinson reports to Pat Buchanan and chief Presidential speechwriter Tony Dolan. "Ronald Reagan is really his own chief speechwriter," Robinson adds. "We draw upon the President's well-established style in preparing the drafts that we submit. Then the President works on those drafts so by the time he gives a speech, it's entirely his own."

Working with officials in many federal departments and agencies, says Robinson, has strengthened his respect for long-term, career civil servants, "people doing the actual day-to-day work of government." However, he believes political appointees with broad private sector experience bring sorely needed insights to the federal village.

Sharron Lipscomb

Luster at Justice 29, Special Assistant to Assistant
Attorney General for Civil Rights
Department of Justice

Setting up a communication line between Brad Reynolds and the black community was one of the public affairs assignments Sharron Lipscomb handled with aplomb.

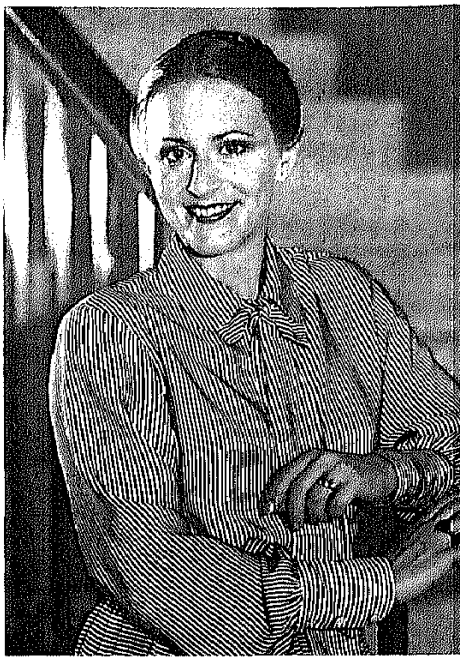
"Brad Reynolds and I want to hear your concerns—but also I want to be sure you get accurate information about our policies and programs," she told black leaders who later met personally with Reynolds. Every dialogue has resulted in better relationships and his image with key black groups has climbed.

Lipscomb's initiatives also help the community. She is helping the private sector, the educational community and independent organizations implement a major education program. One participating organization, "Better Chance," offers minority students practical experience in career fields which would otherwise be inaccessible. Howard University's satellite telecommunications program makes lectures by top university professors available to black schools and colleges nationwide.

The 29-year-old achiever attributes her success to building a personal network of mentors, adding, "To get ahead in government learn from others with proven success and experience. Don't be afraid to adopt key parts of their styles."

Johna Pierce

33, Public Affairs Director
Human Nutrition Information Service



Among government's communicators, the winners often adopt a client-responsive approach to public information. "I've linked my career to selling my boss' agenda," says Johna Pierce, whose agency tracks the eating habits of Americans. She gets the latest word on nutrition out to the public and keeps scientists and policymakers posted on food consumption figures.

Despite a belt-tightening budget, Pierce's management style is a model for upward-bound execs. "We share a private industry spirit. Everyone does whatever is necessary to finish the project without moaning 'it's not in my job description.' "

Joining Agriculture as a trainee in 1975, Pierce set her sights on a policy-related position. "I sympathize with others struggling to fast track their careers. Talented baby boomers have been discouraged by what they perceive as government's set-in-concrete promotion policies and salary limitations, but recent system changes have made it possible for excellent performers to move up faster and receive greater financial rewards."

Pierce's approach to one hobby, fox hunting, mirrors her on-the-job attitude—she faces hurdles eagerly, calls on all available resources and savors the fast-paced run. "Extend yourself on each task and you can provide better services for taxpayers, even with fewer resources."

Tim Muris

37, Executive Associate Director
Office of Management and Budget

Trading a spotlight public affairs job with Federal Trade Commission for the reflected glow of a policy facilitator's job at Office of Management and Budget suits former FTC manager Tim Muris just fine. "I have a staff job now which doesn't involve being up front. I provide assistance to the White House and put a budget-conscious spin on information going to Congress," says the number three exec from his 1700 Pennsylvania Avenue office.

The former college professor left Miami University's academic environs to work in Washington's "seasoned" air. He finds the Washington way inspiring. "Government is phenomenally stimulating," he says, "and OMB is the best place to live it and learn it because everything passes through here. My eventual return to academia will be marked by a greater practical knowledge of bureaucracy." In the meantime, Muris goes about his work, "surrounded by competence." He says, "OMB has the best career staff in government. Whether you're liberal or conservative you can't come into government and expect to accomplish anything without relying on the institutional memory of long-time careerists."

Management's TOP FORTY

Melinda Ledden

28, Chief of Staff
Department of Transportation

"I've joined government to eliminate rules and regulations which impede competition and cause higher prices for the public," says Melinda Ledden. As troubleshooter for Transportation Secretary Elizabeth Dole, and head of a "model staff," Ledden was instrumental in establishing the "Buy-Sell Rule" in December 1985, allowing landing rights at four large airports to be bought or sold without government interference.

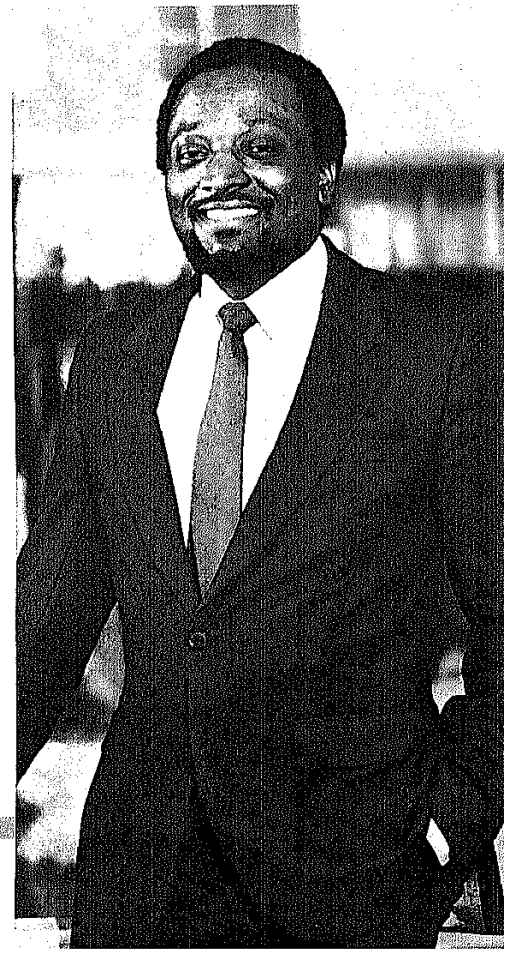
The young attorney reviews DOT annual reports, legislation, speeches and special projects, and serves as her boss' chief of staff.

Ledden tells aspiring young feds to "keep things in perspective, build a team to whom you can delegate responsibilities and avoid exaggerating your own importance. Stay focused on present-day tasks—enjoy the work or climb off the ladder."

In her leisure time, she enjoys talking politics, is an avid reader of mysteries and conservative magazines and a devoted enthusiast of Japanese films and culture.

Alan Keyes

6, Assistant Secretary of State
ternational Organization Affairs
epartment of State



There's a story going around that Alan Keyes persuaded Washington's Episcopal Bishop to warn that sanctions would harm millions of South African blacks. The story rings true.

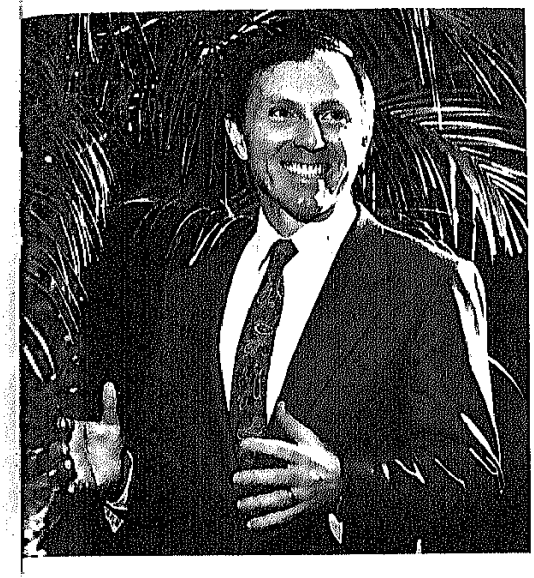
Alan Keyes is a risk taker who can accomplish almost anything almost anywhere he chooses.

o magic formula, but you must have clear goals and set about em as best you can", says Keyes. His primary responsibility is to S. government policies, positions and interests to the section of Nations involved with international organizations. Having ate Department as a Foreign Service Officer in 1978, Keyes overnment does not have the kind of career structure which ves ahead energetic people." Keyes' advice to talented baby ntrepreneurial.

ds in government, as in the private sector, is imagination. If with something a little different in the way of understand- approaching it in a way that combines different resources, ing out in a new direction. By doing so, you won't have to you'll make your own."

of sorts"), enjoys classical music, running, playing e—articles and a book—

Management's TOP FORTY



Kevin Murray

37, Deputy Director, Office of Information
Department of Agriculture

Sticking to the basics when it comes to effectively communicati agency's mission works well for Kevin Murray. "I know my i am committed to them, and use the most effective means ava to deliver the message," says the deputy director for one of g ment's largest communication networks.

Murray also believes "it is essential to be involved in all aspects o job." Joining Agriculture in 1979, his commitment to this philosophy e him a leading role in the communications complex at Agriculture's inf tion office. Murray's advice to feds looking to be fast tracked: be flexib

"You should jump at opportunities to take on responsibilities. I should try new things—that's how to grow." His commitment to a dy and enthusiastic staff is reflected in Murray's leadership style. He e ages employes to be more creative and productive in delivering service up to all of us to make our information office efficient in meeting the p needs."

Nikki Rickett

33, White House Associate Director of Public Affairs

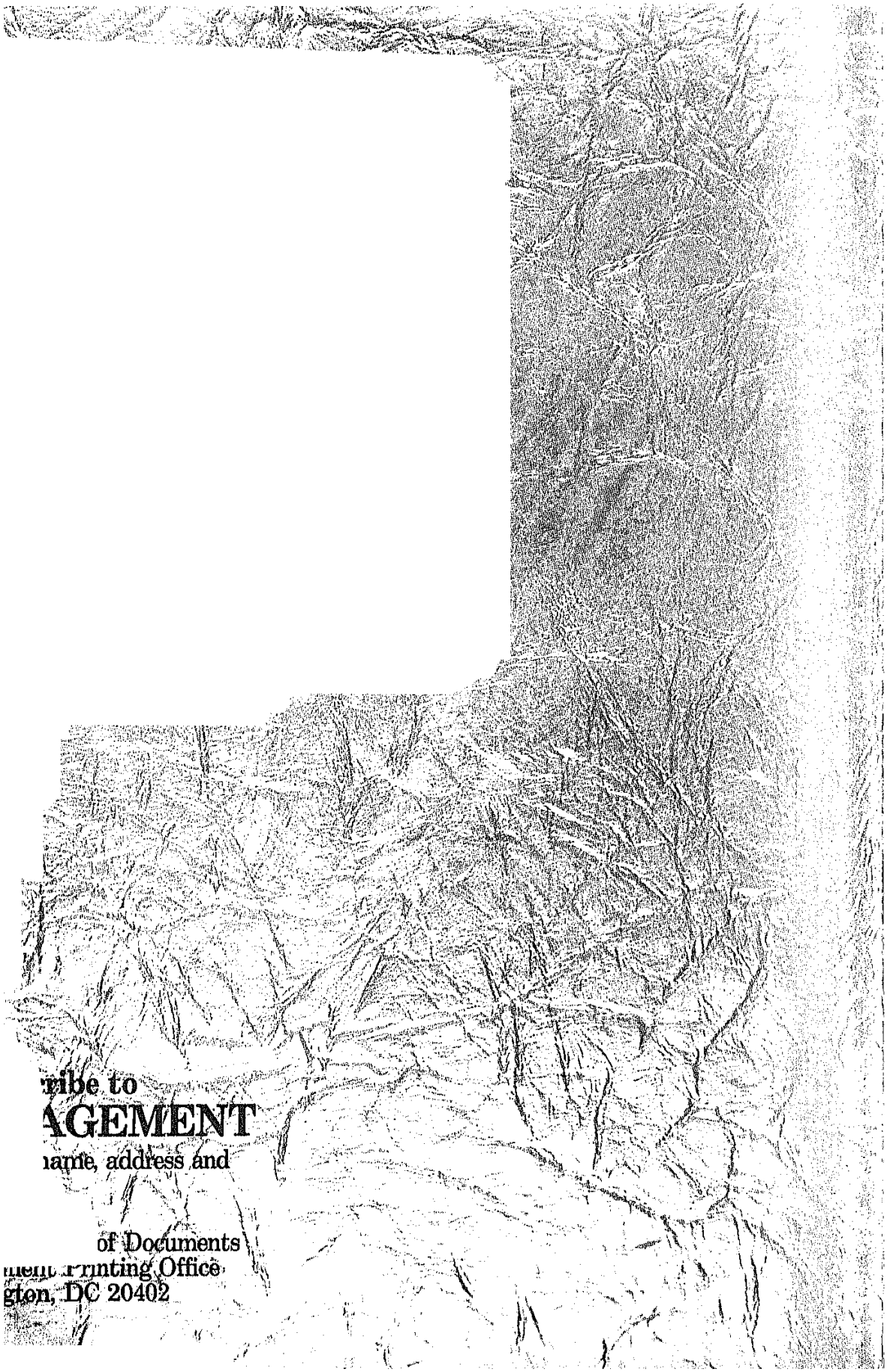
At the White House, Rickett has demonstrated a sixth sense about forecasting those sensitive "level II" administration issues. She works with several agencies' public affairs staffs to keep abreast of new policies. And she can decode Imperial language until staff documents are readable. Her easy-to-understand summaries of key Presidential positions deserve several kudos. She helps plan special White House events in her spare time.

Getting her employer's message to the public has been Nikki Rickett's forte ever since her "baptism under fire" as an American Freedom Train booster. Before the train entered a community, Rickett was there—often six months in advance—working with local sponsors to set up publicity and ticket sales. "We had to combine organizational efficiency with the excitement and entertainment of a circus," she recalls.

As Small Business Administration's Director of Information Services, Rickett used public service announcements and promotional mailings to spotlight the 1984 nationwide Women's Business Ownership Conference.

Rickett attributes her success in government to three characteristics: "Remain focused on specific goals, use all available tools and stay organized."

Management's TOP FORTY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Continued from Pg. 7

available candidates. Personnelists were the first to recognize something was amiss. They sought relief from OPM. At first, some called for strengthening the status quo. They asked the central agency to restrain their departments from hiring new faces. A handful wanted their own executives to be forced to promote from the backlogged pools.

But a new approach took shape as thoughtful personnel officials wondered whether simplifying the procedure might lure program managers back into the process. A consensus "reform" group has emerged which includes all but the most outspoken advocates of a discipline called "personnel science."

According to this discipline, personnelists should inject themselves more deeply into candidate selections. Though rebuked by personnelists in corporations during the 1980s, personnel science disciples have met with limited acclaim in the public administration community.

Rather than viewing themselves as part of an administration's management team, adherents of this

"When I sat on one of those selection boards I had as much clout as a referee in a professional wrestling match."

school view themselves as totally independent from any pro-management agendas.

A different perspective is seen by many young careerists. If executive-level employers are disgruntled and personnelists are upset, there is a disparaging, almost bleak view of the system held by the upcoming crop of candidates.

Technically, each department's ERB selection panel is composed of program managers. Therefore a young employe should be expected to perform according to management's standards in order to get ahead. But the intricacies and sheer labor involved in working with lists upon lists of trainees and promotion candidates means ERBs usually see "short-list" compilations. Complete listings of all nominees seldom are requested. Culling and cutting procedures rarely are understood by the career and political appointees who are briefly rotated through the panels.

Of course, young employes eligible for selection are very much interested in decisions affecting their attendance at requisite training courses, and names appearing on "lists of three" for supervisory job openings.

But unfortunate signals are being picked up by hopeful SESers. They believe that key determinations about their career development are not actually made by their employers. They hear about separate, unofficial pecking orders arranged elsewhere in their organizations. Fueling such speculation, the occasional young achiever who refuses to play this game silently loses his or her place in line.

Young achievers who voice disdain about unofficial pecking orders lose their place in line.

Inquiries into such cases are whispered taboo: Mild wrist slappings discourage all but the most persistent bosses from reaching further into "personnel's decision."

From such perceptions spring cynicism. And leading personnelists in almost a dozen agencies are examining measures which would root out such cynicism.

"Strengthening the efficacy of the SES is one of Connie Horner's highest priorities," says Colvard. "Her proposed reforms to simplify the personnel system are intended to do that. They shift power over personnel decisions back to the senior managers and executives."

Cont. Pg. 40

Promoting the Comers at GSA

Continued from Pg. 8

program. At the end of the training, the participant was guaranteed eligibility for a non-competitive promotion for a period of one year.

"We tossed the offer to regional employes not knowing what would happen," says Sitnick.

The results: GSA received 116 applications, selected 16 candidates and started on-site training last month. ■

Continued from Pg. 39

At a high level meeting on the SES topic held at Hunt Valley Center in Maryland, Horner and Colvard heard suggestions from 26 career and political SESers. OPM assumed a listening posture at the conference.

Conferees focused on a recent General Accounting Office study showing only 13 percent of SES members graduated from the Candidate Development Program (CDP). Statutes require OPM to maintain a program which exposes mid-level managers to executive issues.

Some at Hunt Valley told **Management** they would go much further than OMB's Joe Wright and dismantle the structured entry program. Others, such as Health and Human Services' Tom McFee, call for a rigid channeling approach in which "the only way to get into SES is through CDP."

Under the current process, panelists review applicants who have received their personnel shops' stamps of approval. The preliminary rubber-stamping process

Culling and cutting procedures rarely are understood by career and political appointees who rotate through selection panels.

by their own operations triggers a surprising level of discontent among top personnelists.

The ERBs then send selected names to OPM's Qualifications Review Board which certifies individuals for future SES assignments. Review panels are composed of members from several departments, but nominees also are subject to cursory processing by OPM personnel staffs.

One line manager tells **Management** his principle
nce against the career development process is
's lose control at too many junctures. And clus-
und those junctures are unexplained delays
itions. "We're forced to jump through hoops
n-management, personnel staffers," he says.
tively divests managers of authority. We
ers the power to make judgment calls in so
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personnelists to do precisely
the situation tolerable. Max
makes a point-
hroughout CDP.
ES development

programs should be the same people who make SES appointments."

One recommendation called for a Presidential Resource Board, administered by OMB or OPM, to institutionalize executive development.

Commenting on these issues, Colvard says personnelists should be treated as professionals in SES matters, "consulted by executives just as attorneys or accountants are called upon for advice in legal or budgetary matters."

Joseph Sershen, IBM's director for Advanced Management Development, says his firm's policy is for personnelists and trainers to make a powerful imprint on candidates, but in a very short time. He believes it is a mistake for personnelists "to make a lengthy fetish of career development." IBM's policy is to identify potential executives and within 30 days "reinforce" the IBM way upon them. "Our executive development programs take place on the job, not in a bunch of classrooms."

Sershen's message is music to Joe Wright's ears. "I want to get the proven performers, the movers-and-shakers on board quickly," says Wright. "We have three incentives available for this type of young career employe: patriotism, the size and variety of operations available, and a political/policy environment. Competing with corporations over financial incentives just isn't our strong point.

"But believe it or not, our own career ladders can pull up exactly the men and women we need. Right now, government needs those who want to fight to make changes, people who don't buy the limits imposed by bureaucratic lethargy. In particular, we need youngsters who are good at scale-down government."

Wright's favorite way to draw out the best and brightest in an organization is to "make 'fighting for reform' a prestige assignment. We have winners down there. Line managers just have to identify them.

"The TOP 40 honors by **Management** address this. These are the best employes in public service and they've earned recognition.

"The people who select candidates for SES development programs should be the same people who make SES appointments."
—Max Peterson

"Next, government should give each kid who has produced a great idea or compiled a track record a $10-grand hit. Watch how quickly word gets around to others in their thirties. That word, of course, would be our management message. To pull the best into SES, a team like Connie Horner and (Secretary) Mac Baldrige could do for 1980s government what Alain Enthoven and McNamara did for Kennedy's whiz kids. Yeah, it's a different environment, but we can adopt most of the strategies they used."

Wright warns that shielding top performers will be necessary as promotions and rewards begin flowing down to baby boom employes. "Your mid-levelers are not going to like the 36-year-old who pops off a great idea for changing the organization that manager has spent 25 years climbing. 'Three steps forward, two back, onward up the shale mountain' has become standard promotion procedure. But executives can't attract fireflies with personnel forms. We've got to light a couple of lanterns. Executives must take an aggressive, hands-on approach in recruiting top-notch younger men and women."

OPM's Colvard agrees. "Too much emphasis is placed on 'ticket-punching' and the old 'go to class, smile at the teacher routine,' " he says. "But I'd like to see greater

"Little by little the country changes because of the men we choose to admire."
—Paul Newman, HUD

value placed on experience and proven accomplishment."

He may get his way. One month after the Hunt Valley conference, Horner appointed Colvard to head a special 12-person advisory board. The eight career and four non-career members have Horner's ear and use their access to make recommendations on a wide range of SES reforms, including CDP activities.

Other actions taken since Hunt Valley:

- OPM is assessing a plan to create a dual SES tracking system divided into technical and managerial components.
- A group is blueprinting a method to orient political SES appointees in supplements operated by the same individuals who train career candidates.

New blood, fast promotions for top performers and streamlined career development ladders are three approaches which could produce a markedly different senior executive corps for the 1990s. Key players aside, Washington's career establishment is seriously deliberating the need for reforming its highest levels. The existing SES system is a decade old, but in a town with an institutional memory like Washington's, 10 years is yesterday morning. "It's too soon for a change," will be a rallying cry for some entrenched forces.

What is different about this reform campaign, however, is the size and location of its constituency. The

"Too much emphasis is placed on 'ticket-punching' and the old 'go to class, smile at the teacher routine.' "
—Jim Colvard

baby boom generation has come of age, right in our midst, and is doing so in tidal wave numbers.

Once again, their passage will provide opportunities for numerous individuals pursuing their own "change agendas." Experiments will be launched, leaders will emerge, and there will be losers. Those making inertia behind claims of progress will have their masks stripped away. Will traditions be breached? Institutions captured? Order restored? Well, this isn't Paris. But in the words of every young candidate who ever ran for office, "It's time for a change." ■

ABC'S AMERIKA

Conspiracy enthusiasts sniffed the fumes of a diabolical master plan late in 1976. Quietly, the bureaucracy was tucking employes with Tory Republican sentiments into obscure crannies safe from the scrutiny of Carter administration scouts.

A more probable theory, and a considerably less toxic one, was that government institutions simply were fueling up for a distant change in program destination. Keeping up
ıance warranties. Flexing
l instincts.
'ically, departments are ob-
haul forth individuals
ɔ with the next administra-
nsition team. Thus, a
ımber of personnel are maintained in tiny hothouse cells: individuals able to bridge agencies toward a different set of political players; top level, reliable expediters; idealists du jour. The same phenomenon occurs today as persons with loyal opposition leanings idle in low-profile but payrolled slots. Auxiliary engines for the machinery of government. Kept humming. Survival all around.

ABC's February mini-series *AMERIKA* generates an uncomfortable variation on the "careering in" theme. The 12-hour program assures viewers that nurtured inside the ranks of public service are characters willing to keep government machinery running during a Marxist power grab. Some, the show conjectures, are downright eager to spark up a warm interface with Soviet commissars.

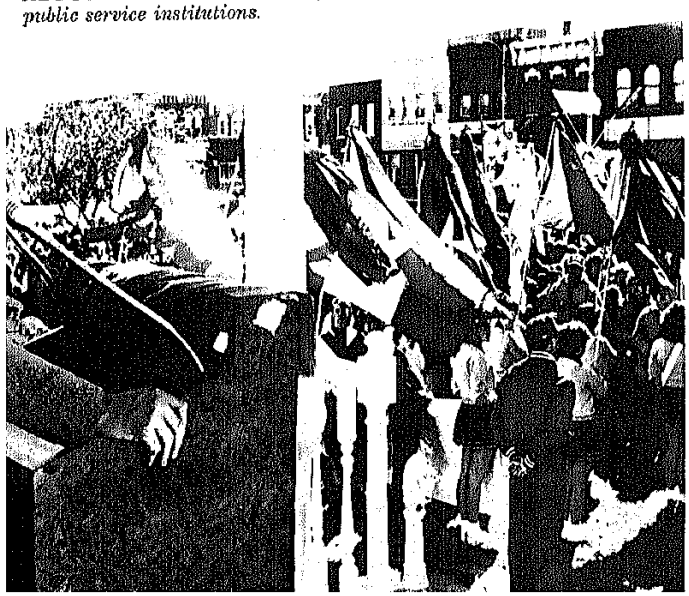
The villains. Bureaucrats will respond to real-politic incentives, says *AMERIKA* screenscribe Donald Wrye. As long as the power transition isn't roughhouse (i.e., peacefully coordinated through the good offices of a Russki-riddled United Nations) an overwhelming number of feds would steer their careers behind Kremlin-made pace cars. And Wrye believes the track would include more entries than just the handful of power-starved leftists residual to agency basements.

Stop fretting about New York GS-9s still shrill for the Rosenbergs. Why bother with rumors that think-tank foundations discreetly pad Alger Hiss' golden years income. Wrye says the real threats are the John Walker types, the nice guys who never generate suspicion. Political moderates in defense of liberty, he suggests, prove foxes in hen houses.

Enter the white hats. The show opens with *AMERIKA's* protagonist (somewhat underplayed by Kris Kristofferson) crawling out of a Gulag training camp for former government biggies located a long way from Charlottesville.

Kristofferson fears our new government is being ruled by a deeply divided bureaucracy. No such luck.

ABC's AMERIKA *smokes out a futurist tale of communists inside public service institutions.*



SUBVERSION AS ENTERTAINMENT

A united civil service, absorbed in its own self interest, is mindlessly bolstering the authority of Soviet/UN officials. Kristofferson encounters a roll-over work force mired in the same political malaise paralyzing the rest of the populace. Barely a trace of managerial sabotage.

"I'm sick of all that 'I'm an American' crap!" shouts one collaborator. "Damn it, back in the '80s, nobody wanted to be a part of public service unless they could make a career of it!"

Pointedly, a Soviet official tells an apparently whipped Kristofferson, "You were like most American administrators, happy to accept failure because you needn't take responsibility anymore."

The new democracy is directed by moderates anxious to keep government running smoothly, moderates on both sides of the American/Soviet personnel fence. Most fascinating are the two lead "expediters" drawn by Wrye. One is Soviet (Sam Neill, *Reilly, Ace of Spades*) the other American (Robert Urich, *Vega$*). Both are complex figures portrayed as hard working, nice guys. Their importance in the story line insulates the screenplay from hero/villain conflicts immensely popular in the *Red Dawn, RAMBO* genre.

Keeping mid-winter network sweeps in mind, ABC also piles on romance (Don Reilly and Lara Flynn Boyle), sex (Mariel Hemingway) and violence (Helmut Gurtman). This attracts viewers who aren't public administration groupies. And ABC perfects the family-in-stressful-circumstances story line approach successfully introduced in its 1983 mini series *WINDS OF WAR* (Robert Mitchum and Jan-Michael Vincent). Examining reactions among Kristofferson's near-gothic farm family gives Wrye an opportunity to view all types of citizens as they are ravaged in this nation's first tryst with political defeat.

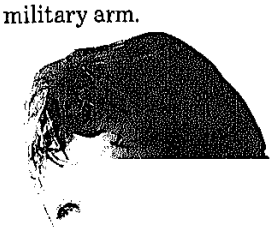
But would such an occurrence be our nation's—and our bureaucracy's —first encounter with domestic oppression?

Official Washington will find ABC's *AMERIKA* brilliant, thought-provoking and treasonously entertaining! The best TV mini since *Shogun*. But DC also will find fault in Wrye's premise that our bureaucracy is loyal primarily to itself. This premise runs counter to a 19th century precedent which underscores the strong idealism registered by American civil servants.

Lincoln's bureaucracy sharply divided according to the patriotic views of individual employes. Northern sympathizers stayed loyal throughout secession, even though they were sandwiched between two major slave states. Equally as brave, employes supporting states' rights quickly moved to the Confederate capital in Jackson.

Wrye's charge that civil servants are fair-weather friends in tough times ignores the fact many civilian Confederate bureaucrats risked stalwart allegiance to their cause long after Lee surrendered that government's military arm.

Cont. Pg 44



government.

Continued from Pg. 43

Ancient history? Wrye's supposition that today's federal managers —as a group— lack the will to defend constituencies against foreign aggression is no more true today than in the days of Jefferson Davis and Lincoln.

Disloyalty in the ranks? Hypothetically there may be a few, strange sounding outfits tucked deep inside government. Sub-offices charged with taking "emergency" control of the oil industry's vital fuel distribution networks—offices which clearly have the capability to disrupt those very same networks during takeover attempts. There may be shops where "planners" sort out utopian ideas for redistributing housing along "voluntary" square-footage allotments. Would suspicious types naturally gravitate to such operations? Security checkups on the political inclinations of officials manning those power levers are feasible under existing regulations. It will be a brave soul who will start asking questions. He or she may face a termites-nest reaction from crawlers so close to Washington's woodwork we had mistaken them for the grain.

Conceding for a moment Wrye's argument that leftiats in the bureaucracy would not be the primary threat during a Soviet takeover, let's examine the political makeup of the huge group of federal managers who style themselves "moderates." A 1987 survey might reveal many possess a steel edge of anti-
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capitalist types teaching business courses. Even with the social network stuff it squeeked non-politico types past those relentlessly Republican guardians who sat on fraternity, sorority and country club membership panels.

Well, seven years of Reagan's revolution have instilled some genuine meaning into the "I'm a fiscal conservative" portion of the old pledge. Those reciting it today are made of sterner stuff. A new strain of well-tempered conservatism may run through executive branch personnel. Such beliefs no longer are limited to the circles of military men and women in Washington.

Today's faction coalesces around groups of managers who are comptrollers, inspectors general, budget analysts, procurement auditors, administrative officers and, of course, the well-publicized group of "yuppie" bosses from the baby boom generation.

In short, government's "moderates" may not be as wishy-washy about centralized collectivism as are the fictional bureaucrats Kristofferson encounters in *AMERIKA*. ABC earns high marks for raising a touchy subject. But Donald Wrye is wrong about our managers. ■

AMERIKA. (ABC mini-series.) Directed and written by Donald Wrye.

Management Journalism Award to DEFENSE MANAGEMENT JOURNAL

Publisher: Defense Department Acquisition and Logistics

Larry J. Wilson, Editor, *for Outstanding Work by a Government Publication—Winter 1987.*

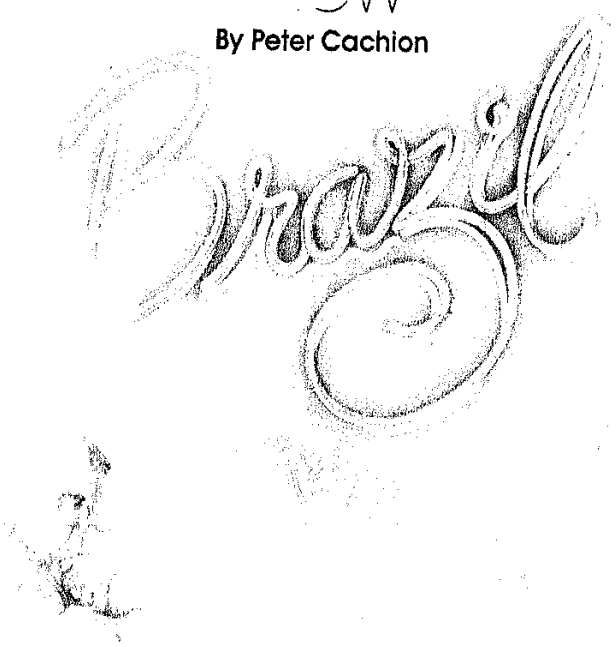
Big media's hovering coverage of a hot topic like Defense Department spending habits could have precluded a federal magazine in that shop from any chance of breaking policy stories. But DEFENSE MANAGEMENT JOURNAL's newsy features and occasional controversial tips on good management have earned it an audience among Washington insiders.

Both civilian and uniformed managers enjoy the editor's question-and-answer style. Wilson provides a forum for outspoken brass determined to reform costly procurement, personnel and admin programs. Also kudo worthy: ponderous writing styles, immensely popular in military administration circles, no longer are de rigueur thanks to the breezier tone Wilson's staff has introduced at Pentagon.

***Management** Journalism Awards are presented to periodicals produced by federal, state or local government agencies for outstanding articles concerning managerial topics.*

SHOW

By Peter Cachion



Satire for New Wave Feds

Little noticed by public administrators following its release last year, Terry Gilliam's *Brazil* now reaches our Washington audience on HBO this month.

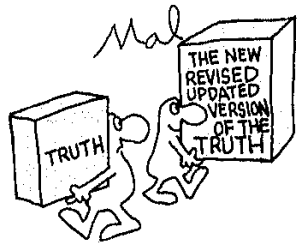
Gilliam, notorious for his blasphemous re-interpretation of the Gospel of St. Mark (*The Life of Brian*), teamed up with conservative British playwright Tom Stoppard to write the screenplay for *Brazil*, which has nothing whatsoever to do with South America. *Brazil* is a surrealistic reinterpretation of Orwell's *1984* enlivened by a generous dose of the bureaucrat-bashing so beloved of intellectuals of Gilliam's and Stoppard's right-wing sensibilities.

Predictably, *Brazil* was a big hit with critics because of the goofy non-lincarity of its plot and the explicit violence which helped make it a box-office bomb. But reviewers who saw no more than a madcap fantasy missed a sophisticated critique of bureaucratic government.

Elements of capitalism and socialism are recognizable in the future totalitarian society which *Brazil* depicts, but the fussy officials, endless paperwork spewing through gloomy offices and villainous, incompetent repairmen from a government agency clearly are what Gilliam imagines might be the end result of post-war trends in British government.

Only rebels in our ranks are likely to be captivated by their roles in Stoppard's screenplay.

Brazil's hero, like Orwell's Winston Smith, is a minor state bureaucrat who bucks the system. Like Orwell's hero, he falls in love with a female resistance fighter and draws inspiration from a symbol of individualism (a kamikaze maintenance technician played by Robert DeNiro). And like Orwell's hero-victim, Gilliam's young hero ends up sacrificing his soul to the state after his ordeal in a government torture chamber.



Gilliam's fantasy future, however, is less puritanically modernistic than Orwell's. Gilliam's visual inspiration, one suspects, is *Blade Runner*: intellectually, Timothy Leary.

Is the cultural milieu of Monty Pythonites forever doomed to be frequented only by film critics and a small band of fringe cultists? The financial success of *The Meaning of Life* (decidedly inferior to other Python genre films) proves this need not necessarily be the case. The willingness of HBO to cablecast this government satire—one that many "normal" people seem to find offensive—is proof pay box programmers think a general American audience may find something to laugh at in this film, even if they're sure its deft political message goes over viewers' heads. One thing's certain: No bureaucrat without a finely developed sense of humor is likely to find *Brazil* amusing. ■

Ms. Management

Dear Ms. Management,

I've been a supervisor with our third biggest processing center for nearly two decades. Over the last 10 or 12 years we've made a concerted effort to hire inner-city applicants to work our banks. Since then, we've shifted to a slick, computerized operation which informally tracks employe output. It's now apparent to me that a hefty number simply can't work at the pace our group is asked to maintain. Some barely achieve levels operators reached using the old manual system on which I was weaned.

Of course we've tried training, re-training and tailored training. Lately the chronically slow personnel have demanded we "adjust" productivity demands. This helpful hint, by the way, was surfaced by a training instructor who told her class that our "unrealistic" demands should be "re-communicated" and "improved." The instructor's stunt may have upped her evaluation scores from participating students, but it sure hasn't solved my neck ache. Should I refuse to buck a dispensation request upstairs?

Wading Pool

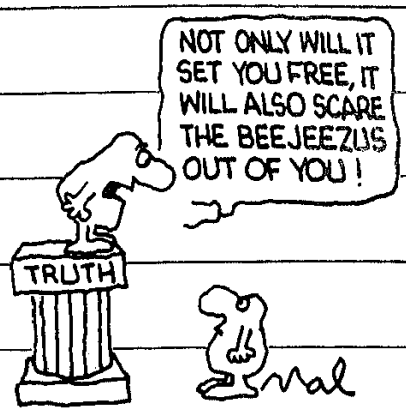
Dear Goggles,

Yes. Ms. Management understands many federal offices currently are holding the line on employe performances—quantitatively as well as qualitatively. At AT&T, which hires from the same labor pools government uses, and which also has invested in hi-tech operator tracking equipment, there has been a personnel weeding process under way since 1984. They use their monitoring equipment to set "minimum acceptability" productivity floors. Such clear guidelines shift unfair pressure off the backs (and necks) of supervisors. It provides employe performance records indicating who is performing below the standards. Once identified, employes are warned, twice.

When the problem involves a bad work habit, and the result is serious, a federal agency must provide remedial training followed by a 90 to 120 day "grace" period in which the employe is encouraged to pull up his or her performance level. If the employe still falls short, removal is appropriate.

A warning: Strict performance standards must never be aimed at undoing hiring practices. Standards are for accomplishing necessary jobs. There is a proud tradition of anti-discriminatory hiring in government. Supervisors should work with and welcome all employes—even though some may hold differing mindsets on pace and achieving expected work.

Since the national immigration legislation has been passed, first-line supervisors in the public sector may expect to deal with an increasing number of new employes from Latin and Caribbean nations. For the first time, most of these new citizens—about 1.8 million work-aged individuals—are qualified for employment with Uncle Sam. We believe a positive exchange of views toward work expectations will flow from extensive hiring in this potential new pool. Our supervisors will be addressing the same situations their counterparts in the private sector have been handling for some time. Cultural adjustments, however, must not lead to poorer work quality, service or productivity for our clients—American taxpayers.



Dear Ms. Management,

My last three performance appraisals averaged "exceeds fully successful" and my supervisor is preparing me to fill his shoes in a couple of years. Here's the catch: My occasional use of cocaine, off hours, surely will be detected by drug tests proposed for those in "sensitive" positions like mine. Isn't government missing the mark in my case?

Target

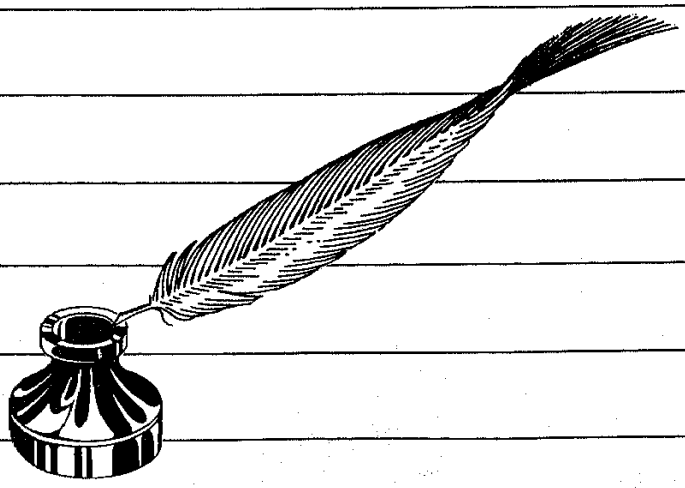
Dear Bull's Eye,

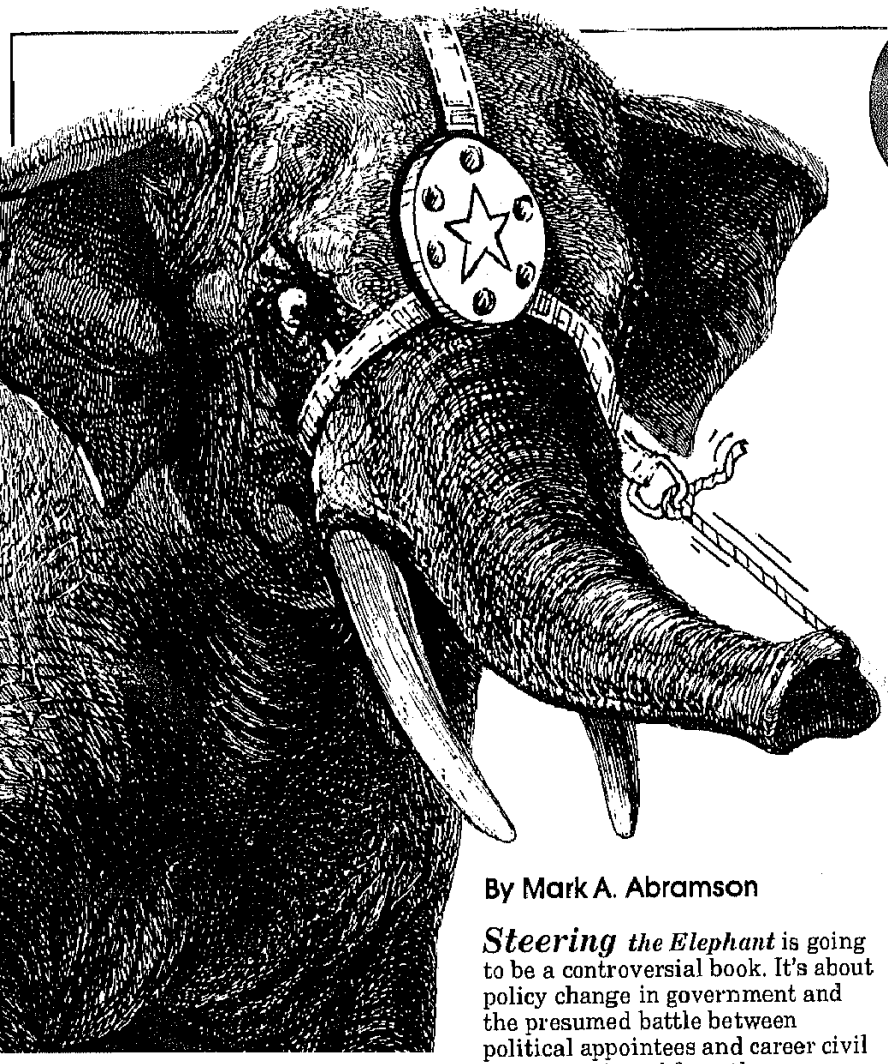
Don't camouflage your role in the big picture. Though your public performance may be on target, your cocaine habit provides ammunition for a threat which thousands of your peers in government are valiantly combating. This cannot be tolerated. Please note, Ms. Management is not a "one-issue" supervisor. We believe many factors—achievement, productivity, loyalty—contribute to a professional's worth to her or his employer. However, some issues regarding employe behavior, such as attempting to mow down the free press, mindless violence and, in your case, cocaine use, are critical in and of themselves.

During the past two decades, the country has seen the use of illegal drugs spread at an unprecedented rate. There are over three million regular cocaine users nationwide. Since 1981, the number of drug related deaths and emergency room visits has tripled. Your fellow public servants are responding to demands by communities and families. They are disgusted by the fortunes reaped by the low-lifes who wholesale this stuff to dealers for well-heeled folk like you as well as to school yard pushers.

The flag of neutrality which has flown over so many drug abuse campaigns in the past has been lowered. It has been replaced by a battle flag. Federal management is determined to win this war and as a civil servant you must take a stand. So you're only on the wrong side. Your habit is a deliction of a duty which is essential to the fiber of a responsible civil servant. I suggest you reconsider your views about personal marksmanship. Arguments you've made in your case may be missing the point.

Many federal health insurance plans now cover drug counseling. Find out if yours offers this—and you're serious about getting ahead in your career—check it out. If not, your agency's employe counseling program will have suggestions.





CAPT

By Mark A. Abramson

***Steering** the Elephant* is going to be a controversial book. It's about policy change in government and the presumed battle between political appointees and career civil servants, viewed from the perspective of the conservative movement.

Editors Robert Rector and Michael Sanera make no attempt to hide their points of view—they are conservatives and proud of it. Various other authors of the 27 chapters either have been Reagan administration appointees or worked closely with the administration.

In his introduction, political scientist Aaron Wildavsky points out one of many interesting uses to which *Steering* can be put is to solicit reactions from career civil servants. As a former career civil servant, I would like to respond to Wildavsky's challenge. The volume provides much grist for the mill regarding two key aspects of the political manager's job: making and changing policy, and managing the performance of existing programs prior to and during change of policy. *Steering the Elephant* says priority should be given to the former with less emphasis placed on the latter aspect.

Rector and Sanera argue that an interest in making government run more efficiently is one way in which political appointees are "deflected" from their policy agenda. The editors are critical of "green eyeshade Republicans" who set as their objective improving the economy and efficiency of government.

"They fail to recognize," note Rector and Sanera of the green eyeshaders "that a true conservative agenda must aim at changing the role of government in society, at changing or eliminating liberal programs, not making them run more efficiently."

There is another story, however, that can be told about the Reagan administration. The book reminds me of the old fable about the blind men touching different parts of the elephant and reaching different conclusions about the nature of the beast. There are numerous examples throughout the Reagan administration of political managers having "steered the elephant" by forming productive working relationships with career civil servants. Throughout my career, I have found career civil servants to be responsive to political leadership.

Consider the stories of Cap Weinberger at Defense, Drew Lewis at DOT, Malcolm Baldrige at Commerce, Bill Ruckelshaus at EPA and Bill Brock at Labor. Although not all these presidential appointees received high marks from conservatives, they are political leaders who effectively utilized career civil servants to change the direction of their departments and agencies. Lastly, the story of Reform '88 also is left out. Reform '88 is an example of political appointees from across the

URING POLICY

THE POLITICO'S SURVIVAL GUIDE ★☆☆☆☆

government working closely with career civil servants to bring about changes in government management.

While disagreeing with many of the conclusions reached by Rector, Sanera and the other contributors, I believe *Steering* performs a valuable service by identifying the key issue in managing government —how does an administration make government agencies work well while at the same time trying to bring about policy change.

The political manager must do both. The American public demands continued high performance from existing federal organizations even during times of policy change. The job of the political manager is to improve the efficiency and effectiveness of government while simultaneously fighting for policy changes in appropriate arenas. ■

Mark A. Abramson is Director of the Center for Excellence in Government in Washington, DC, and served in U.S. Department of Health and Human Services from 1977-83.

Steering the Elephant. Robert Rector and Michael Sanera. (Universe Books, 1987, 350 pages.)

What Others Are Saying

. . .this book also will be of great use to liberal presidential administrations because it tells how to take control of federal government.—*Gordon Tullock, The Calculus of Consent*

"Nuggets abound. The book will help appointees understand the loneliness of the political administrator, the difficulties of change, the varied perspectives on what success means and how it is to be achieved . . . (produces) a mosaic of hope emerging out of disappointment . . . personal stories stay with you long after more desiccated accounts have faded from view."—*Aaron Wildavsky, U. C., Berkeley*

". . .evidence that Ronald Reagan's presidency has credentialed a new generation of government leaders who share a passion to unleash human creativity by restraining government."—*George Archibald, Washington Times*

"A blueprint for conservative revolutionaries of the future."—*Richard Brookhiser, National Review*

"It sounded so easy. With a conservative in the White House, everything in government would be transformed overnight. Well it hasn't worked out quite that way . . . *the Elephant* explains how government really works.—*Fred Barnes, The New Republic*

Excerpts From *Steering*

The political manager is not to "make trains run on time." He (or she) is to determine where trains will go or if they should run at all. The importance of his decisions will often not be in his immediate impact on particular government operations, but on his indirect and long-term impact on the economy, on society and on the dimensions of human freedom.

The administration has attempted to govern with roughly the same number of political appointees as the Carter administration, a policy which hardly seems practical in a presidency whose policies invariably clash with the institutional interests of most of the federal bureaucracy outside the Pentagon.

Political power and resistance of the permanent bureaucracy will be least when the political component of the executive branch is united over policy and greatest when there are divisions among political appointees or between the presidency and Congress. In these circumstances, the bureaucracy will act not as a neutral pawn caught in a contest between legitimate political actors, but as an independent political actor in its own right, with its own interests and ideological perspective.

ANOTHER VIEW

By Senator Jeff Bingaman

Government's most critical problem is competing effectively with the private sector for top quality personnel. Today's civil service has fallen far behind business in salaries, career advancement opportunities and morale.

These problems have been especially pronounced in government's scientific work force. The 1983 White House Science Council's Federal Laboratory Review Panel found nearly all federal laboratories have difficulty attracting, retaining and motivating key scientific and technical personnel.

In early 1986, the President's blue ribbon commission on defense management reiterated the need for flexible, performance-based personnel policies—based on the successful experiment at the Naval Weapons Center, China Lake, California—to improve the $15 billion-a-year defense acquisition system. The Commission favored applying the China Lake model to both acquisition specialists and Defense Department scientists. Senator Dan Quayle and I included the necessary implementing legislation in the fiscal year 1987 Defense Authorization Act reported by the Senate Armed Forces Committee.

Unfortunately, these provisions were deleted on the Senate floor by an alliance of those who criticized us for not solving all of government's management problems, presumably wanting to see the China Lake model applied even more broadly, and those who feared any change from today's largely longevity-based personnel management system.

These issues confront all parts of today's federal government and I favor broad reform if we can overcome entrenched opposition.

If the federal civil service is to attract and retain top quality leaders, two changes are needed. The Federal Science and Technology Revitalization Act of 1985, which I introduced, addresses the structural issues of pay, performance, mobility, flexibility and promotion.

The emerging entrepreneurial federal manager

The second change required is redefining the job of the career public manager. Just as the entrepreneur in our emerging high-tech economy must adapt to be a step ahead of the pack, our next generation of government leaders must develop new skills. Their response to these challenges will determine both their effectiveness and government's performance.

Future public managers must serve as watchdogs, pointing out inefficient programs. To garner improvements and insure successful programs, they must have the latest technologies at their disposal. They must also identify the tools they need and communicate their needs to political leaders and the public.

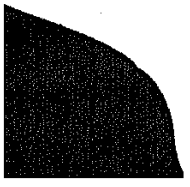
Let's encourage these future leaders to take risks, in the intrapreneurial tradition of businesses such as IBM and 3M which give employes support and autonomy to develop innovative programs with little or no interference. Personnel, procurement and other support systems should be accountable to line managers who in turn would be rewarded for superior performance. Our managers should welcome government and private enterprise competition as challenges to stimulate and further improve their programs' performances.

Government leaders must develop more effective cooperative working relationships with business and other sectors of society. To achieve this, they need to increase the sense among all citizens that everybody holds a stake in how well government performs.

Finally, government leaders of the next century must be a proactive force, communicating goals and objectives to the public and the media. They should develop standards of excellence and publicize programs which meet their expectations. By doing so, government leaders create incentives for other government programs to emulate, and improve public awareness of employes' accomplishments.

Every citizen depends upon excellence in government management to operate as efficiently and effectively as possible. We need to remember President John F. Kennedy's remark, "the first requirement for efficiency and economy in government is highly competent personnel."

America deserves nothing less. ■



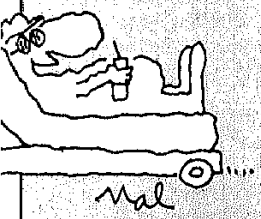
Senator Bingaman (D-NM) is a member of the Honorary Board of the Center for Excellence in Government in Washington, DC.

WORLDLY WAYS

Belligerent Belgians are protesting Prime Minister Wilfried Martens' proposal to reduce the amount of sick leave civil servants earn each year and tumble a tradition of stockpiling "illness capital." Sick leave use in Belgium is high, according to an embassy spokesperson, and current policy permits employes to cash in their "capital" and retire months early on "sick leave." Plans to give bureaucrats 21 work days rather than 30 calendar days of sick leave each year and cut in half employes' accumulated sick leave when they reach age 40 and again at age 50 now are under hot debate by union and administration officials. Despite anguished howls from Belgian feds, Martens' center-right coalition—backed by taxpayers—won't waffle on implementing the reform.

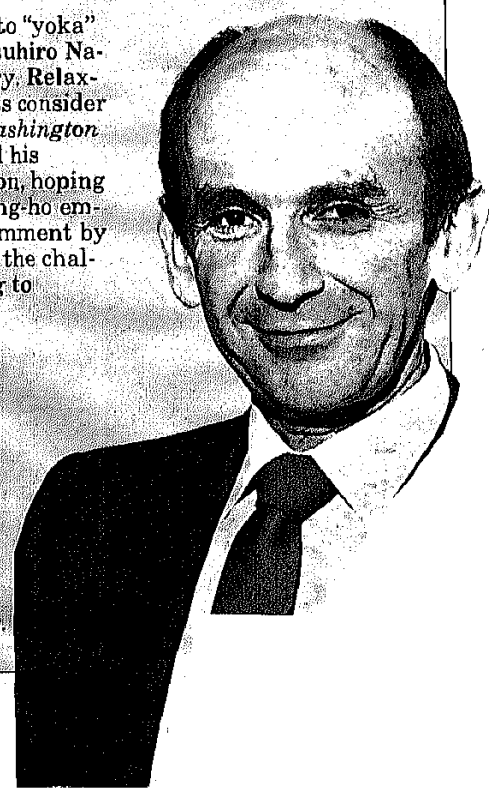
Prime Minister hopes to cancel "illness capital."

One rate fits all? British civil servants are being sewn into a plan basing their salaries—up or down—on local job markets. Thatcher's chief salary negotiator, Peter Kemp, is hoping to modify the national pay system, which bases employe salaries on a fixed grade-level scale. "Treasury just wants flexibility to help the government hire and keep good staff," reports *The Economist*. Leading the opposition team in negotiations is deputy general secretary of Britain's largest public sector union, John Ellis. Talks began last August, but don't expect an early truce. "Pay rounds, as we call them, go on and on until the new pay scales take effect in early April," an embassy spokesman tells Management.



Japanese bureaucrats still say yuko to "yoka" ("time with no purpose") despite Prime Minister Yasuhiro Nakasone's advice to slack off for the good of the country. Relaxation is no easy task for a nation where civil servants consider it dishonorable to use all their annual leave, says *Washington Post*. To set an example, the Prime Minister flaunted his three-week sojourn last summer as a no-work vacation, hoping workers would follow his leisure lessons. Japan's gung-ho employes are running up huge export surpluses. A comment by former labor minister Toshio Yamaguchi illustrates the challenge: "I've been working 15 or 16 hours a day trying to shorten working hours."

It's G'day mate and G'bye for non-performing civil servants says Chairman of Australia's Public Service Board Peter Wilenski. A seven-member efficiency unit headed by private consultant David Block is overseeing the creation of watchdog units within each agency to judge employe performance and management techniques. "Having an outsider look at the way things are done inside government is a tremendous advantage," says Wilenski. "Civil service tenure was never intended to mean retaining employes regardless of their performance," he tells Management.



Wilenski says G'bye to inefficiency.

How To Get a Federal Job

By Thomas Kiefer

McDonalds it's not. Getting a job with federal government is not the same as landing a position in fast food service.

Uncle Sam may be the country's largest employer, but it's certainly not easy to get a job with him. Some would say U.S. Civil Service is the hardest place around to get a job. They may be right.

There surely must be some reason why private sector employment firms have jumped into the federal jobs business by providing regular lists of vacancies along with advice on how to go after these openings. The newest addition to these offerings is Krandall Kraus' *HOW TO GET A FEDERAL JOB*.

Kraus, himself a former fed exec, does not break new ground or provide information most knowledgeable federal managers and employes don't already have. But, of course, the book is not written for those who already have a job. It's for those millions on the outside looking in who don't know where to turn or how to plan a successful job-hunting campaign. Books like Kraus' perform a useful service by making available valuable information and guidance the government itself doesn't provide.

Not the same as landing a position in fast food services...

For example, Kraus points out that about the last place to go looking for a job is an Office of Personnel Management "Job Information Center." These facilities offer no jobs and scant information. (A shake-up is underway at many of these centers in the wake of several unannounced solo visits by Office of Personnel Management Director Constance Horner who donned blue jeans to determine how job seekers are treated at the centers.) Hiring authorities are (and should be) delegated to departments, commissions and bureaus.

OPM seldom knows when vacancies exist to be filled. Even if OPM did know, it wouldn't matter since the hiring agency's official decides

BOOKS SEEN ON WH

the Presidency: Carter, ...e Search for Execu... *...y Colin Campbell, ...burgh Press).* ...'t the last Jesuit ...). Phone access ...careerists on Reagan inner coun... (plus some partisan scholarship) make Campbell a thorough recorder of WH/OMB/OPM motivations. No penitent protection here, all's told, including Carter's Eizenstat/Blumenthal power spat.

• **Quest for Community** *by Robert Nisbet (Peter Smith Press).* Bard-like tour of our brave new world. "Freedom lies in the interstices of authority..."

• **BOSSES** *by Jim Wall (Lexington).* A brutal advocate of managerial malaise undermines effectiveness of snide parody.

• **Managing Productivity in Organizations** *by Richard Kopelman (McGraw Hill).* As this scholar switches to English he's sounding like the next Peter Drucker.

• **Frontiers of Management** *by Peter Drucker (Dutton/Truman Talley).* He prepares to rule on the "managers vs. owners in hostile takeovers" issue. The "science" he defined (both public and private "management") braces for the oracle's upcoming tome.

▪ **IMPACT: How Press Affects Federal Policymaking** *by Martin Linsky (Norton).* The title is an action verb from Carter-days, but Linksy's relevant with some stats/polls on feds leaking to media.

Book Review

who gets the job. As a practical matter, the only effective way to go job hunting is to make the tedious rounds of personnel offices to find and apply for vacancies. This may seem inefficient, but would we really want it any other way? Few managers would want OPM telling them whom to hire.

That the current system does a reasonably good job of matching qualified applicants and jobs does not mean there is not a lot of progress to be made.

Fortunately, OPM recognizes this deficiency. Under Horner's recent reorganization, a new group, Career Entry, was created to streamline existing rules and emphasize appropriate delegation of hiring responsibilities to agencies. The President's proposed Civil Service Simplification Act, by folding the existing pay and classification system into broad pay bands, and by implementing performance management principles for the entire general schedule, will make it much easier to recruit and retain highly qualified and motivated employes.

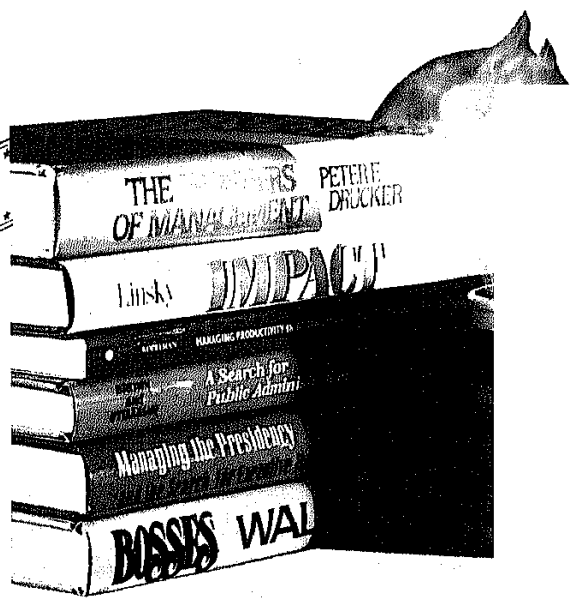
OPM Director Constance Horner donned blue jeans to determine how job seekers are treated at the job centers.

However, books like *FEDERAL JOB* probably will be necessary to provide a summary of how hiring is done within the rules of the merit system, and to provide hints on how individuals can maximize their own chances for federal employment.

FEDERAL JOB presents this information in a readable and straightforward way. In addition, Kraus brings an optimism and commitment to his writing. He clearly believes federal government is a great place to work. Those who share his commitment will applaud his efforts to make the formidable federal job search a little bit easier. ■

HOW TO GET A FEDERAL JOB. Krandall Kraus. (Facts on File Publications, 1987, 185 pages.)
Kiefer is Special Assistant to OPM's Executive Assistant Director for Policy Development.

DESKS



• **A Search for Public Administration: Ideas and Career of Dwight Waldo** *by Brack Brown and R.J. Stillman (Texas A&M).* Establishment priests beatify one of their own. Still, the chap displays a grasp of public admin evolution impressive even to the growing numbers of reformers and irreverent critics of his "institutional memory" incantation. Grad school chapter is classic.

ADAPT or PE

Unions should push for elimination of restrictive work rules, advocate increased automation and encourage government to speed up the transfer of their functions to the private sector, says Alvin Toffler.

In a recent *Washington Post* article, the author of *Future Shock* and *The Third Wave* paves new ground in analyzing why unions are in trouble and offers an unprecedented prescription for their survival.

"The chief troubles of both unions and management can be traced to major structural changes," says Toffler. Diversity, flexibility and innovation are essential for both management and employes.

This goes against the essence of traditional trade unionism baaed on uniform wages, hours, working conditions and regulations protecting workers from exploitation. Of course, unions are not the only victims of our changing economy. Traditional mid-managers also have problems adjusting when innovation and creativity are more necessary than mindless adherence to procedures.

Traditional federal bureaucracies, says Toffler, are similar to factories: They are designed to produce uniform services rather than custom-tailoring their responses to ever-diversifying local, regional, sectional and socio-cultural needs. Like businesses and unions, government is caught up in an economy which demands services geared to individual and socio-economic group needs. Rigid sets of rules and policies are perceived by taxpayers as inadequate and inefficient, and run counter to forces of efficient government.

In Volume 4, No. 2 of Management (1983), Toffler [illegible], "The image of the classic government department is one of hierarchical, pyramidal organizations with permanent functions and lines of career progression. Everybody is graded and has an in-step rating. Everybody's salary is fixed and everything is set up like a well-fashioned machine. That organizational model is a traditional industrial, Second Wave environment. But tomorrow's tasks can no longer be carried out efficiently by such factory-style organizations."

Government is trying to respond to the new environment by seeking greater efficiency, determining what functions can be performed more efficiently by private enterprise, contracting these out whenever possible and treating employes more as individuals than as cogs in a giant wheel.

Yet, federal employe unions—in their desire to protect their members—frequently challenge change. Their resistance to change is understandable, says Toffler, but ultimately self-defeating. "Unions have tried to pass laws to prohibit people from working in their homes when the electronic revolution makes this an attractive possibility for millions. As companies have introduced so-called smorgasbord fringe benefits —treating each worker as an individual—unions have resisted, continuing to demand uniformity.

"Unions have tried to block privatization. While privatization has drawbacks, it could generate many new jobs—good for the economy and for workers, albeit not for civil service unions.

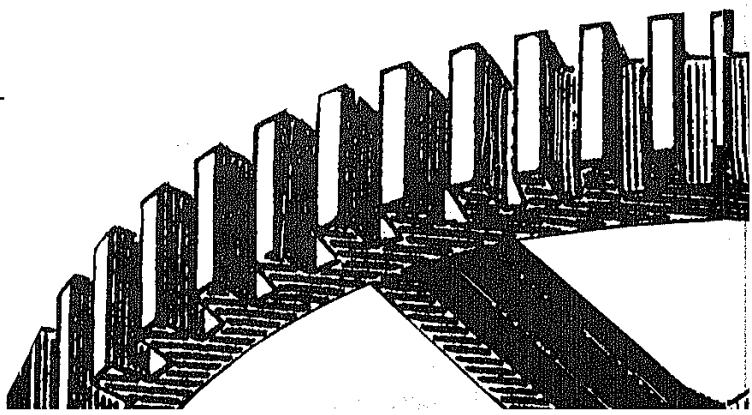
"Actions like these amount to suicide for the labor movement. If unions are to survive, they will have to ride with, not against, the tide of historic change."

Toffler's prescription begins with a diagnosis. In this case, ingredients include an end to mass-based unionism, treating each union member as an individual and allowing government agencies to adapt instantaneously and flexibly to radically different and changing conditions.

To fight any illness, a doctor's prescription must be thorough. Toffler's preacription includes a five-point, five-hour, five-year program to fight economic rigidity. His "5-5-5" plan consists of several proposals:

Unions should press for a 25-hour week, plus five hours of training time each week, with no loss of pay. This goal would be phased in over a five-year period. By the early 1990s, this 25-plus-5-hour week would be considered full-time work. This would mean a significant hourly wage increase for employes.

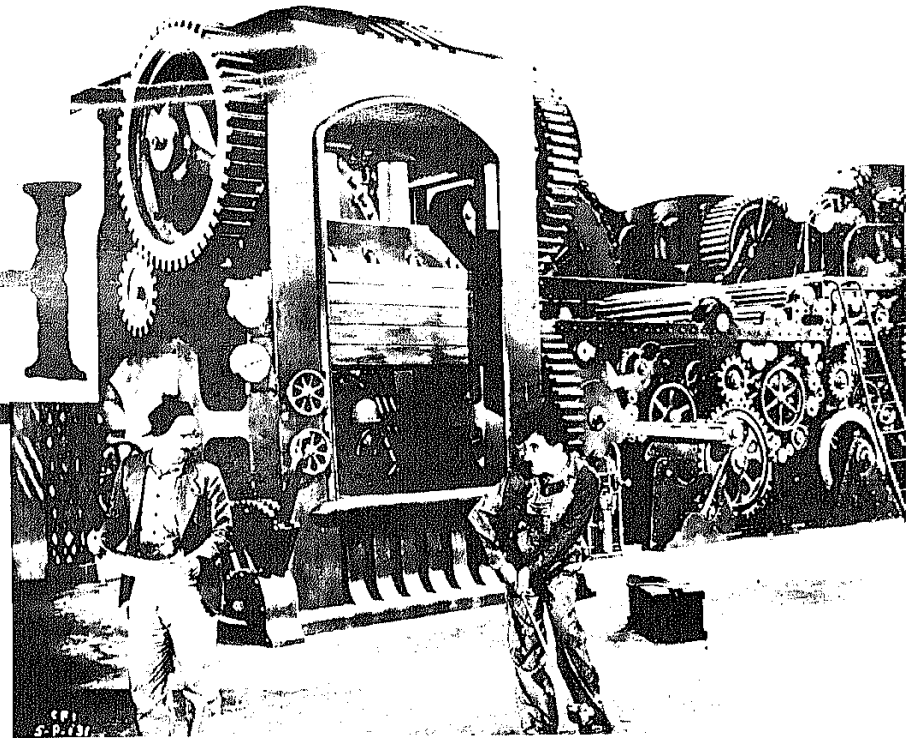
In exchange, unions would agree to eliminate union-imposed jurisdictional restrictions, work rules, demarcation lines, narrow job descriptions and other rigidities which paralyze managers. For example, instead of opposing contracting out of government servicea, unions could permit—even encourage—the policy in return for bargaining rights or contractual gains in the



RISH

Alvin Toffler's Challenge to Federal Labor Unions

By Stephen L. Atlas

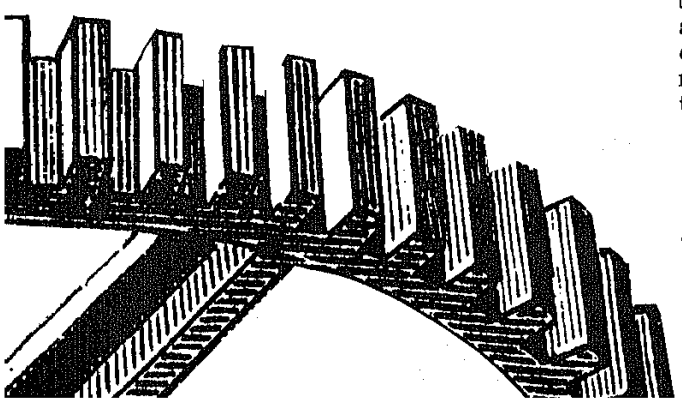


"Tomorrow's tasks can no longer be carried out efficiently by factory-style organizations." —Toffler.

contractor's shop. Instead of fighting innovative arrangements which offer flexibility for employers and employes, why not encourage work-at-home, job-sharing, part-time work (temporary or ongoing) and other arrangements which increase organizations' adaptability. Unions can concentrate on finding creative ways to serve—and organize—the new constituencies these new arrangements generate.

Two fringe benefits of allowing managers such flexibility would be ensuring survival of jobs and helping vulnerable groups—such as single parents—enter the system. Another possibility is offering long term care coverage aa an alternative to traditional life insurance.

Another way government can save money—while pleasing employes—is through fringe benefits. Instead of offering uniform leave policies and insurance to all employes, a "cafeteria-benefit plan" could allow individual employes to select benefits which meet their needs. A young single employe might not care much about high-option health benefits, but would appreciate an opportunity to have more time off. A single parent might be most interested in a child-care subsidy to help with pre-school children.



Unions should stop resisting automation. Automation can free people from boring routines and enable them to gain more job satisfaction and opportunity to contribute ideas and initiative to an organization. It'a the working environment—which all-too-often is turned into a replica of the old-fashioned factory with every keystroke being measured—which unions should fight. Unions can and should press for humane working environments.

Instead of opposing privatization of government functions, unions should encourage it in many areas. To allay union fears and ensure protection for their members, it should be agreed that whenever a government function is transferred to the private sector, the existing unions would continue to represent the workers for a minimum of five years, after which employes will vote on whether they wish to be represented by their present union. This gives unions a half-decade to make the transition and to prove their usefulness to their members.

Five hours a week for training is only a guideline, says Toffler. It could be done a week at a time or last even longer. Instead of merely teaching mech
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Book Review

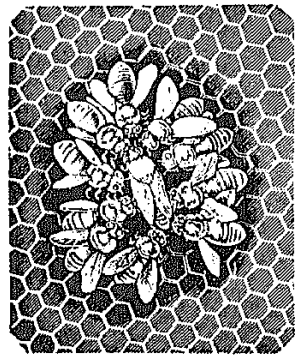
Fast Track Promotion Plan:

lb notes and quick study plans SAT exams may work for high olers, but the cram approach for ing a federal promotion leaves a key new ingredient—perform-e.

Supervisory ratings have been given more weight in recent years, warns author and personnel psychologist Robert Smith. Earning good ratings is becoming more important.

He points out that recent conservative administrations have eliminated "general" raises for federal employes, making promotions the most promising way for federal employes to buttress their income. Un-

Profit Incentives Applied To Federal Workshops



y Hohman

ers looking beyond qual- nd traditional "sugges- is" to boost productivity examining gainsharing as the ble answer for their organiza-

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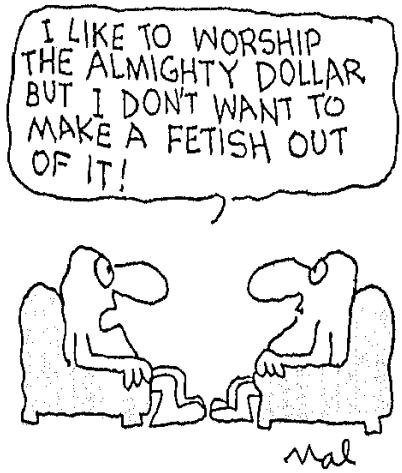
ployes and managers work together to increase productivity, usually measured by a combination of quality, quantity and timeliness. Company gains resulting from improved output are shared with employes according to a predetermined formula, sometimes fifty-fifty.

Department of Defense, chiefly Navy, has installed a number of bonus systems based on the gainsharing model. Bonus payments are permissible under federal personnel systems' incentive awards authority. Significant results have been reported. One finding at Pearl Harbor Naval Shipyard indicates group-wage incentive systems are particularly effective at Navy's industrial sites.

This year, OPM is offering a new training course, "Productivity Gainsharing in the Public Sector." The class, developed with the help of private sector experts, outlines specific ways in which managers, comptrollers and other officials can increase employe motivation and performance while providing substantive, long-term cost savings. ■



Proceed With Caution

By Mary Ann Maloney

fortunately many workers lack the willingness or wherewithal to achieve top ratings. Enter the shortcut.

Smith's book speaks to employes searching for a slick track to up their promotion potential. "Employes must know how to protect themselves against reductions-in-force," he says, "when job performance is a major factor; how to get within-grade increases you deserve, whether your boss decides whether you get them or not; and how to slant your position description so that you can qualify for a job promotion."

What federal employes need is a less slippery track to promotions, and one which encourages rewards based purely on merit. ■

The Fast Track Promotion Plan. Robert G. Smith. (Helix Press, 262 pages.)

Elite Ratings Only for the In-Crowd?

By Lee Treese Tupman

OPM has been fighting a three-year uphill battle to install government-wide pay-for-performance systems, the latest in a long series of management improvement efforts undertaken in the last several years.

While this goal should be applauded, expecting new systems or structures to solve government's management problems is like looking through the wrong end of a telescope: The focus should be on the work to be done and the people trying to do it. Moreover, managers can motivate workers through reward systems which already exist.

Although government's experience with pay for performance has been limited, the concept has been in effect since 1979. But the reward system is being hogtied by the ratings handed out. In 1985, for the third year in a row, the mean summary rating for merit pay employes, on a five-point scale, was 3.88. Some wags suggest such ratings merely indicate most government workers are above average and that "every day in every way, things are getting better and better." A cheery prospect, though not necessarily a realistic one.

There also are signs employes' status may have an impact on their performance appraisals. On the surface, status differences would not seem a problem in government, where "perks" are less obvious than in private sector organizations. But such differences do occur, for example, when management officials and senior executives receive hefty bonuses and subordinates go unrewarded.

Not likely in today's government, you say? Figures for 1985 continue an interesting pattern in summary performance ratings. The mean rating for GS-1 employes was 3.09, with ratings generally increasing at higher General Schedule grade levels. At GS-15 top jobs, the mean rating was 4.11. (Comparable figures are not available for Senior Executive Service managers due to differences in rating levels and reporting systems.)

Figures linking cash award amounts to individuals in various grades aren't available, but it is reasonable to assume that more cash awards result from higher ratings. If a GS-12 is more likely to receive an outstanding rating than is a GS-3, it follows the GS-12 is more likely to receive a cash award. Unless one believes that managers succeed in spite of, rather than because of, the workers under their supervision, concentrating top ratings toward the top is a dubious practice.

. . .status may have an impact on performar appraisals.

Notwithstanding the argument that more c ing people are promoted into higher grades, o view that managers assume greater risks ar fore deserve greater rewards, a long look at tl patterns and award amounts given might be i rating officials. Of course, we hope and plan fc systems. But managers in government, like n elsewhere, must look beyond systems and pla sponaibility for encouraging performance equ where it belongs—on our own desks. ■

Lee Treese Tupman is with OPM and a forme Management.

Hiring Fed Attorneys: "Looking

Hugh Hewitt

Lawyers employed by the federal government are legion—approximately 17,000—and with that many on the rolls there's certain to be a number of truly exceptional talents and more than-capable practitioners. Those candidates for "fast tracks" in various directions are available. What to do with them?

The private sector offers no useful analogy when it comes to lawyer recruitment. A "fast track" for lawyers in business means, quite simply, money: A lot of it. Government cannot compete with the private sector on terms of remunerating good lawyering. It may be astonishing, but the very best legal talent government employs is not eligible for a salary/benefits package on par with what is offered by New York law firms to green and callow youtha out of "premier" law schools. The "best and the brightest" of the interviews routinely are tempted by offers above $70,000. Government personnel experts feebly suggest 11 salaries to inexperienced lawyers ing toward government service. That General Counsels have voted down suggests not we are "punitive," but that humor is a sign of a healthy attitude

..., crippled by salaries that the market will bear of "Jaggers?" Jaggers sorts, for example. As guardian of the *...tions*, he demonstrates qualities useful to a lawyer. Dickens describes ...ce of Jaggers in criminal court:

> *If anybody, of whatsoever degree, said a word that Jaggers didn't approve of, he instantly required to have it "taken down." If anybody wouldn't make an admission, he said, "I'll have it out of you!" and if anybody made an admission, he said, "Now I have got you!" The magistrates shivered under a single bite of his finger. Thieves and thieftakers hung in dread rapture of his words, and shrank when a hair of his eyebrows turned in their direction. Which side he was on, I couldn't make out, for he seemed to me to be grinding the whole place in a mill: I only know that when I stole out on tiptoe, he was not on the side of the bench, for he was making the legs of the old gentleman who presided quite convulsive under the table by his denunciations of his conduct as the representative of British law and justice in that chair that day.*

Now here is a lawyer deserving of the fast track.

Jaggers-like qualities and the reputation that attends them are the results of long years of experience. Government cannot hope to buy Jaggers ready-made, but instead, must attempt to purchase the raw material and hope for the best.

This happens in U.S. Attorneys' offices across the country and in Justice Department's Honors Program. Employers delight in finding stacks of resumes belonging to young lawyers eager to fast track. These applicants are not seeking immediate financial return. Far from it. If their hope is a well appointed office and efficient secretarial support, one gaze down the partitioned warrens of Justice will force a quick retreat. Rather, these applicants want, demand, indeed beg for a single commodity: trial experience. Which is to say a couple years' advance respite from the dreary tedium of the corporate law library and the printing room where prospectus after prospectus must be read carefully in the dim light of dawn.

Government pay is low and the desk drawers stick, but, by gosh, you go to trial. The Jaggers ideal beats in the breasts of many young attorneys.

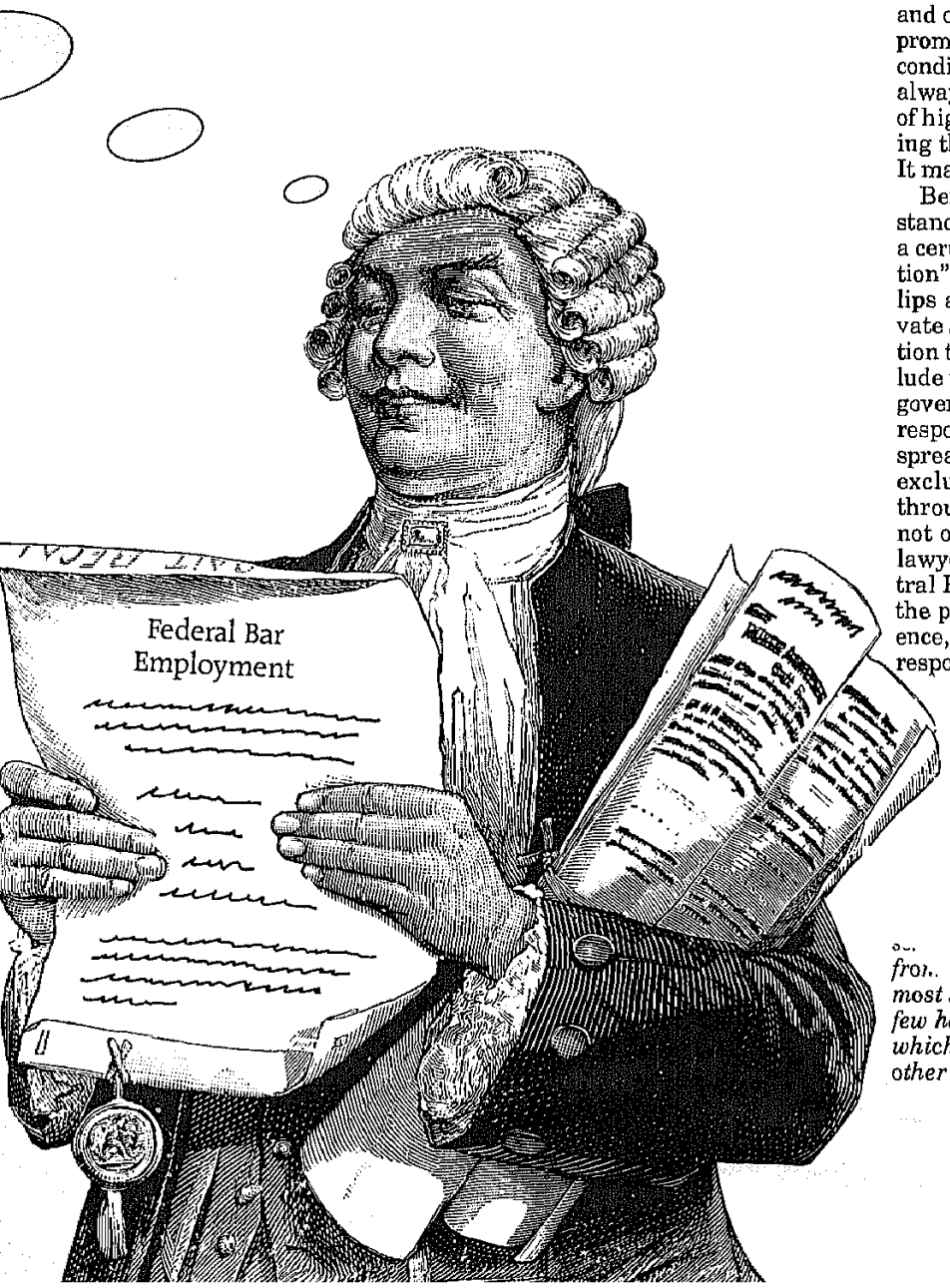
A young lawyer joining a top-drawer law firm can hope to appear (in a speaking role) in court after three or four years of what management calls "training." Training ranges from substantive exposure to particular areas of the law to Saturday nights spent reviewing high piles of documents. It's a very mixed bag and in no way resembles litigation or even hands-on responsibility over important transactions. Good and bad reasons exist for this training process.

But it is the one vulnerability private law firms suffer in competing with government for new recruits.

Combine this weakness with large firms' ridiculous demands in terms of "hours-billed" and the preasures of up-or-out career paths, and government recruiters have the upper hand.

Recruiting efforts prosper in federal agencies which offer young law-

for Mr. Jaggers"



yers the "red meat" of trial combat. Addiction to such routines is the sole hope for retaining talented lawyers.

How to recruit if you don't work at Justice?

Follow Justice's lead as closely as possible. That's about it. Figure out which duties on your beat are likely to charge an exuberant lawyer's jets, and offer him or her a mix. Add the promise of quasi-humane working conditions ("You will leave, almost always, by 7 p.m.") and stir in a dose of high-minded thought about serving the country rather than a client. It may just do the trick.

Before adopting such a recruiting stance, the legal shop must acquire a certain form. The word "delegation" must be on every supervisor's lips and spoken sincerely. The private sector demands years of attention to deadening minutia as a prelude to partnership. Every government lawyer also carries this responsibility, but the burden is spread around rather than dumped exclusively on those most recently through the doors. Government cannot offer fast-track salaries to new lawyers nor offices overlooking Central Park. It can and should hold out the promise of substantive experience, more time in court and lar[illegible] responsibility. ■

Hugh Hewitt is OPM's G[illegible] Counsel.

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WINNING ★ IDEAS From Feds

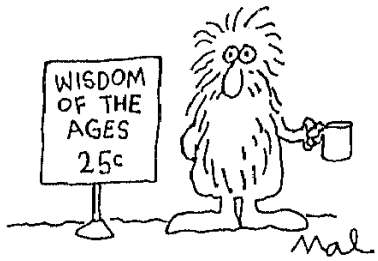
Management is pleased to spotlight employe suggestions which have saved money at federal agencies. These ideas have appeared in *Incentive Awards Notes* published by Office of Personnel Management's Incentive Awards Branch.

Hiring date change

Commerce saved $100,000 in one year because of a simple change in its normal employe hiring policy, inaugurated March 1985. The savings resulted from a suggestion from a Commerce employe back in 1983.

When new employes are hired by government each year, the effective dates of their appointments are the Sundays before they begin their first day of employment. Recognizing that several times during the course of a year, these Sundays precede holidays—meaning the first day's pay for these individuals is for a day off—Commerce's employe suggested the Department, as well as the rest of government, make new-hire appointments effective on the first day the employe actually begins work. This "little" change means that new hires won't be paid for a holiday before they actually work. In pre-computer days, the standardized start-up day was preferable. Today, such individual adjustments in initial pay periods can be handled instantly. Besides the immediate savings of not having to pay for holidays, government will realize additional savings because the regular salary step increases will be delayed one pay period. Employes don't become eligible for their first step increase until the start of the first pay period after they have worked a full 52 weeks. ■

Prepared by Stephen L. Atlas and Frank Cavanaugh, OPM.



Reactions. . . Rebuttals. . . Retorts

"OPM's proposed Federal Employe Direct Corporate Ownership Opportunity Plan (FED-CO-OP) is designed to undercut employe opposition to increased privatization of federal functions. If the business community embraces the idea of stock transfers to displaced federal employes, the administration is likely to follow through on it. Director Constance Horner spells out the plan in detail in the agency's **Management** magazine."

Mike Causey
Washington Post

"The latest issue of **Management**, a scintillating magazine published quarterly by OPM, is devoted to 'privatization.' It's a study in schizophrenia (*The New Republic's* symptoms pale by comparison). On the 'Nitty Gritty' page, the editors sound like humorless, hide-bound bureaucrats. But the rest of the magazine conveys great eagerness to push overboard as many public employes as possible."

Ann Hulbert
The New Republic

"Your 'Privatization' issue's message: you miserable federal drones, your defenders are either crazy (Milton Friedman), or impenetrable (O. Glen Stahl). Besides, adds editor Turner in a breezy style, the alternative to privatization is Mussolini style fascism. Oh how arch you are with your Doer's Profile of James Miller—blue grass music fan indeed! My lip curls with contempt."

(Name withheld)
Chicago, IL

Reactions. . . Rebuttals. . . **Retorts**

"The current issue of **Management** carries a cover photograph of President Reagan displaying a parcel brightly labeled 'Packaging Privatization.' What is particularly intriguing is that the magazine is the house organ for government employes, some of whom could be privatized right out of their GS ratings."

Wayne King
New York Times

"In her **Management** article, OPM Director Constance Horner says she supports linking privatization strategies with employe ownership, a policy used in Britain. The FED CO-OP plan will make federal managers 'more willing to turn their programs over to the competitive sector' because the managers will have the chance to run the concerns as private businesses."

Anne Laurent
Federal Times

"A grinning President Reagan, holding a package marked 'Packaging Privatization,' posed for **Management** magazine, produced by OPM. This was a first, a real coup, for a government magazine to have the President pose for its cover."

Karen Feld
Washington Times

"As a mid-level manager in data processing, it always has been part of my management philosophy to encourage entrepreneurmanship. Although many of the incentives are lacking, often the satisfaction of accomplishment through use of an entrepreneurial tactic is just as rewarding. As such, I enjoy **Management** magazine thoroughly. In particular I enjoyed Mrs. Horner's 'Federal Employe Direct Corporate Ownership-Opportunity Plan (FED CO-OP)' which seems to be the key to starting privatization, and Peter Durant's article on ways to address employe concerns."

Franklin Williams
St. Louis, MO

"Privatizers are splintered in their attitudes and approaches. As a pragmatist, I am most likely to look at the potential of a broad range of privatization experiments. Academically oriented economists tend to disdain such limited goals."

John Crutcher
Commissioner
Postal Rate Commission

"NBC's *St. Elsewhere's* joke, criticized in **Management**'s Vol. 6, No.1, denigrating federal employes is symptomatic both of society making federal employes the scapegoats for our ills and of the thriving anti-government attitude pervading the media. It is ironic that hardworking public employes, people who have committed themselves to service on behalf of all citizens, should be so disrespectfully and unfairly treated by the entertainment industry."

Jerry Shaw
Chairman
Public Employes Roundtable

"**Management** includes a tantalizing article by Senator Goldwater encouraging executive branch officials to see that sympathetic constituency groups attend hostile congressional hearings in large numbers. And he says it is sometimes appropriate for such officials to snub some hearings if they think they are being set up for a sneak attack before television cameras."

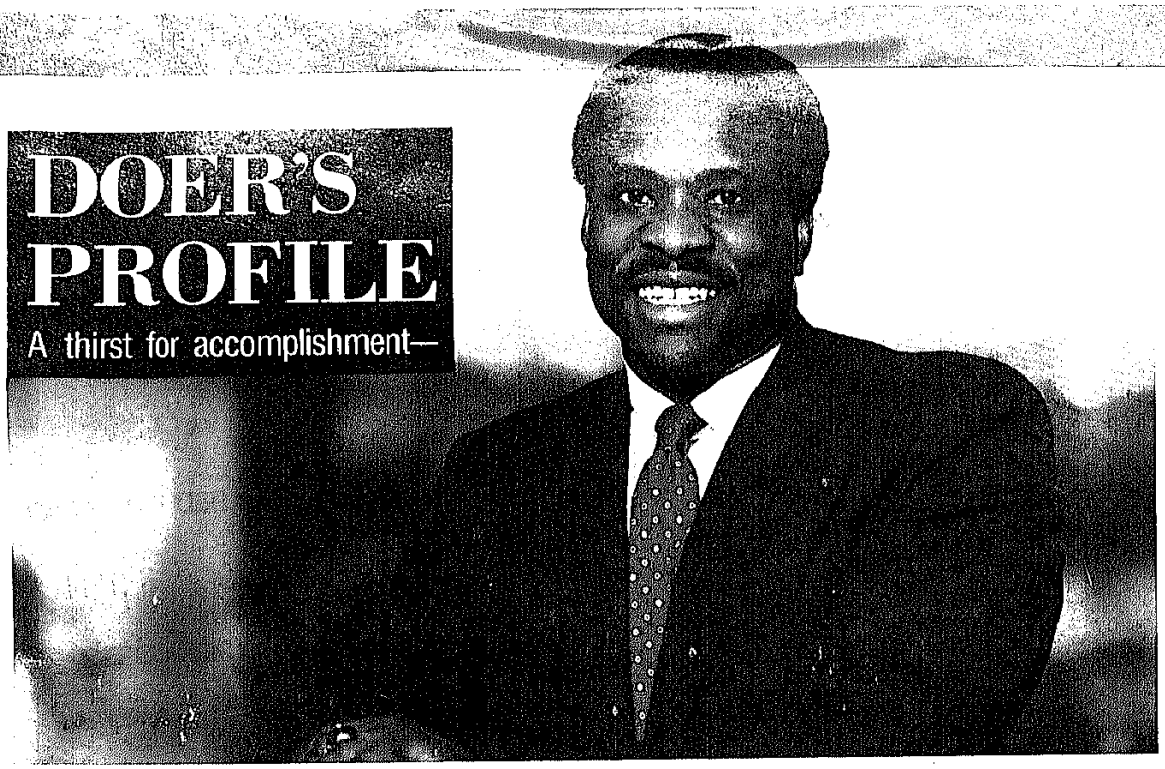
Federal Personnel Guide

"In **Management**, Senator Barry Goldwater (R-AZ) offers a nervy guide for the would-be official who faces congressional confirmation hearings."

Marjorie Williams
Washington Post

DOER'S PROFILE

A thirst for accomplishment—



Clarence Thomas

Chairman, 38, Equal Employment Opportunity Commission

"There's a country song that goes, 'Looking for love in all the wrong places.' I say we're looking for discrimination in all the wrong places, so I have restructured EEOC's field offices to assure rural Americans living in places like Jessup, GA, are better served.

"And we succeeded. Look at today's figures. Numbers of commission lawsuits filed almost have doubled, and monies collected for injured parties have exceeded our wildest dreams, largely due to our aggressive Quality Assurance Program.

"I'm back for a second term as Chairman because I believe in the ideal of equal opportunity. But programs which give guarantees go against the grain of our so-

am saying is give people a

igh education and training, but

omes, treat them

/e performance,

you must compensate your superstars:

Provide them with competitive pay without boosting salaries for mediocre or poor performers. We must remove obstacles to efficient management.

"To its credit, **Management** heralds 'page two' items, such as how to promote mobility within the Senior Executive Service. How do we do this? Well, there's not too much difference in management techniques between agencies, but senior execs can tailor personnel measures to particular requirements with their offices. We must take time to understand the guidelines, get involved with personnel decisions.

"Spending quality time with my son Jamal—our time alone together—is important. We lift weights at a local gym and take weekend trips. But it's not all good times and fun. Like any father, I stress academics because I care about his future."